

ADOPTED BUDGET

FISCAL YEAR 2022

John A. Olszewski, Jr.
BALTIMORE COUNTY EXECUTIVE



Baltimore County, Maryland
ADOPTED, MAY 27, 2021

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BALTIMORE COUNTY, MARYLAND

ANNUAL OPERATING AND CAPITAL BUDGETS

FISCAL YEAR

2022

John A. Olszewski, Jr.
County Executive

Stacy L. Rodgers
County Administrative Officer

Edward P. Blades
Director of Budget and Finance

Baltimore County Council
Julian Earl Jones, Jr. Fourth District
Council Chair

Tom Quirk, First District
Izzy Patoka, Second District
Wade Kach, Third District
David Marks, Fifth District
Cathy A. Bevins, Sixth District
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July, 2021

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**County of Baltimore
Maryland**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morrell

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **County of Baltimore, Maryland**, for its Annual Budget for the fiscal year beginning **July 01, 2020**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



JOHN A. OLSZEWSKI, JR.
County Executive

EDWARD P. BLADES, Director
Office of Budget and Finance

July 1, 2021

Honorable John A. Olszewski, Jr.
Honorable Tom Quirk
Honorable Izzy Patoka
Honorable Wade Kach
Honorable Julian E. Jones, Jr.
Honorable David Marks
Honorable Cathy Bevins
Honorable Todd K. Crandell

Dear County Executive and Council Members:

I respectfully present the published budget of Baltimore County, Maryland for Fiscal Year 2022 as approved by the County Council on May 27, 2021. This document highlights a \$4.3 billion operating budget that includes \$2.3 billion in general funds. There is also a \$1.0 billion capital budget within a total \$2.9 billion six-year capital program. The operating budget represents a 5.7% increase over total general fund spending from the FY 2021 adjusted appropriation and a 2.6% increase in on-going general fund expenses that are subject to spending affordability.

The COVID-19 pandemic continues to create unprecedented operational and budgetary challenges in this Fiscal year 2022 budget. However, the County continues to be buffered by a large infusion of Federal funding with the FY 2021 appropriation of the \$141 million CARES Act and the FY 2022 \$161 million appropriation for the County's allocation of the American Rescue Plan. We will continue to leverage these funding sources along with submitting eligible FEMA expenses as our strategy to meet the needs of our residents, businesses, and employees during this public health crisis. This leveraging strategy will also help the County attain an adequate fund balance to help stabilize finances in the out-years.

In addition to the \$4.3 billion operating budget, we anticipate an additional \$382 million will be spent through the County's Enterprise Funds. The activities of the Metropolitan Sewer and Water District, the food services in the public schools, and the Community College's book store and food services are considered proprietary, not governmental funds. The Council does not appropriate these amounts, but the financial information is incorporated into the budget documents for



historical comparison purposes. Thus, the total FY 2022 Government-wide Operating Funds (Operating Budget plus Enterprise Funds) totals \$4,268,360,212 or a 5.7% increase from the FY 2021 adjusted appropriation amounts.

The FY 2022 Adopted Budget includes 3,664 general government employees. This is a 2.1% increase over FY 2021 and a 9.7% reduction since FY 1987. The number of public safety employees increased by .3% in FY 2022 but has increased 31.0% since FY 1987 while the number of education employees decreased by .5% in FY 2022 but increased by 48.3% since FY 1987. The FY 2022 operating budget funds all eligible salary increments and longevities for general government, Library, and Community College Employees and includes a 2% cost-of-living or equivalent salary scale adjustment effective January 1, 2022.

The FY 2022 capital budget and capital improvement program continues the County Executive's focus on strategic goals related to vibrant communities and educational excellence. More than \$75 million has been included in FY 2022 for Recreation and Parks, including \$35 million in General Obligation bonds (the largest referendum amount for Recreation and Parks in County history) to enhance and expand recreational opportunities for County residents. To address the needs of the County's seniors in FY 2022, County and State funding has been included in the capital budget for the Woodlawn Senior Center Expansion (\$4.6 million) and a North County Senior Center (\$3 million). Continuing the Administration's commitment to Education, the County has fully funded its Schools for Our Future Program, has included more than \$67 million in FY 2022 for the Lansdowne High School Replacement and placed funding in the budget to conduct studies in the Southeast and Northeast/Central areas of the County to investigate the need for additions and replacements of facilities to address growing student populations.

The FY 2022 capital budget includes a substantial PAYGO contribution of \$53.2 million. While the PAYGO is significant, the reliance on bond funding to support capital projects will continue. Ratios such as debt to estimated full value, debt per capita, debt to personal income, and debt service to revenues are projected to exceed the desired levels of Triple Triple-A counties in future years.

Respectfully,

A blue ink signature of Edward P. Blades, written in a cursive style.

Edward P. Blades
Director of Budget and Finance



ABOUT THIS DOCUMENT

This document, the Adopted Budget for Fiscal Year 2022, is designed to provide a general synopsis of both the operating and capital budgets for Baltimore County, Maryland. It is the primary volume in a set of four documents: Adopted Budget FY 2022, Operating Budget Supporting Detail, Capital Budget Supporting Detail, and Operating Budget Personnel Detail. The layout of this document assumes that most readers want a concise resource that provides quick answers to basic questions about revenues, expenditures, and staffing. Its smaller size has proven to be less intimidating and more cost-effective for our citizens. Yet, it is still useful as a policy document that communicates the Administration's goals and outlook for the future.

However, for those persons who desire to look deeper into the budget, the other volumes provide the following detail:

OPERATING BUDGET SUPPORTING DETAIL

This document provides agency and program summary pages explaining each agency's mission, legal and organizational authority as well as services provided to County residents, which detail each budget program's current objectives, functions, activities and workload. It also provides department and program level budget statement pages, which show expenditures within major classifications as well as staffing levels. Each budget statement also indicates the source of funding for that program. Funding sources by agency are also displayed in the Agency Appropriation Statement. Fund codes are denoted as the following:

- 001 - General Fund
- 002 - Liquor License Fund
- 005 - Gifts & Grants Fund
- 006 – Stormwater Management Fund
- 007 - Neglected Property Community Fund
- 021 - Vehicle Operations/Maintenance (Internal Service Fund)
- 023 - Central Printing (Internal Service Fund)
- 028 – Self-Insurance Fund (Internal Service Fund)
- 030 – Metropolitan District Enterprise Fund
- 037 – Economic Development Revolving Financing Fund
- 038 – Health Insurance Fund
- 099 - Special Fund (Other monies that are not paid to the County, e.g. tuition for the community college)

CAPITAL BUDGET SUPPORTING DETAIL

A project page for each project in the Capital Improvement Program provides a full description including the project's relationship to the County Master plan; the council district identification along with a map showing the project location; the source of funding for the project in each program year; and cost details for engineering, site acquisition, and construction in each year.



OPERATING BUDGET PERSONNEL DETAIL

This volume details the personnel services cost of each budget program. The number of positions, the full time equivalency, and allocated salary is provided for each job title assigned to a budget program. Information is provided for the prior fiscal year, the current year, and the ensuing fiscal year.

MORE ABOUT THIS DOCUMENT

For easy-to-understand summaries and history of the total operating budget for county agencies, the reader should refer to the Operating Budget Section. Likewise, summaries for each capital budget class can be found in the Capital Budget Section. The reader interested in greater detail (i.e., budget appropriations for each agency division, capital project or each revenue account) should refer to the Exhibits at the end of this book.

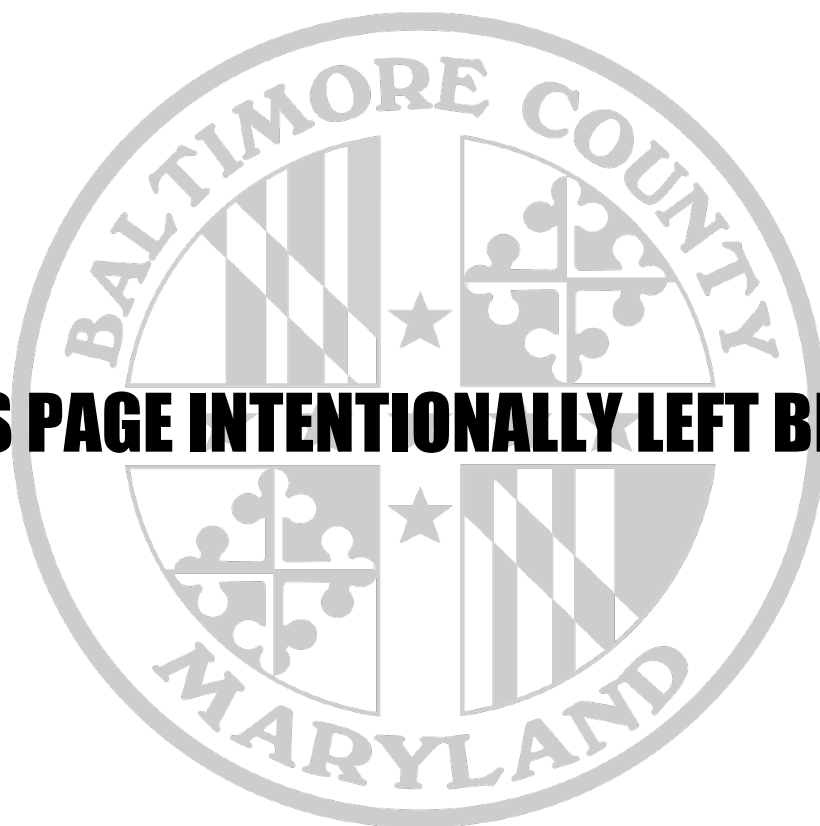
To budget and account for government receipts and expenditures according to generally accepted accounting principles, the County creates various “funds” within the Operating Budget. The General Fund is the County’s most important operating fund, accounting for over 60% of the Operating Budget. This fund supports the vast majority of County government services including police, fire, education, and general government. All of the public’s tax dollars end up in the General Fund, as do most user charges, license and permit fees, certain dedicated and non-dedicated revenues from the State and federal governments. Therefore, greater emphasis is placed on the General Fund in the presentation of information in this document.

Some of the summary data highlights functional groupings (General Government, Public Safety, etc.) rather than individual agencies. The General Government function consists of agencies that provide legislative and executive controls, financial and personnel administration, information technology, planning and zoning administration, and legal counsel. Some agencies are State mandated to receive county funding but remain almost completely under State control in operational matters. Those agencies include Maryland constitutional officers such as the Courts, the States’ Attorney, and the Sheriff, as well as the Boards of Elections and Liquor Licenses. Along with the functional areas of Public Safety, Public Works, Education, Health & Human Services, and Community & Economic Development, the County has a grouping of budget accounts described as Non-Departmental. This category reflects the centralized funding of certain expenditures for debt service, retirement and social security contributions, general and employee insurance, operating budget contributions to the Capital Budget, required local matches for state & federal grants, and a contingency reserve for unforeseen budget imbalances.

Full color PDF copies of each budget document, with navigation bookmarks can be found at www.baltimorecountymd.gov/Agencies/budfin/budget/ .

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BUDGET MESSAGE

Presentation of Baltimore County's Fiscal Year 2022 Budget, comes at a turning point in the fight against the COVID-19 pandemic. While there is work to do in order to defeat the COVID-19 virus, the County's collective efforts have been making a difference. The County's progress in the fight against COVID-19 has been bolstered by a strong partnership between the Administration and the County Council. A special thanks to all of the Councilmembers for their partnership, as all worked together closely to respond to this unprecedented crisis. The Administration and the Council truly believe in the power of public service to improve the lives of others.

Amid a global pandemic, that belief has never been more important, and the County should all be proud of what it has done to support County residents in these challenging times. By working together, and in a bipartisan fashion, the County has accomplished a lot over these two years, despite the challenges it has faced.

The Challenges Faced by the County

And the *County has* faced its share of challenges in over these two years. In the Administration's first budget, it worked to close an inherited structural deficit of \$81 million. It took critical steps to reform county government, right the County's fiscal ship, and strengthen its communities. The Administration created a Commission on Fiscal Sustainability, adopted more sustainable budgeting practices, and increased transparency with new public data dashboards, like the "Open Checkbook" app, which allows residents to track County spending down to the individual expenditure.

Last year, because of the Administration's efforts, the County was on stronger fiscal footing and was positioned to build on its progress. But in the midst of budget planning efforts, the COVID-19 pandemic struck and completely upended our way of life. Anticipating an economic downturn, the Administration cut \$100 million from the budget and focused on the essentials: education, public safety, and those critical services that County residents depend on.

Thanks to these efforts, even as Baltimore County was tested with a structural deficit *and* a global pandemic, the County have retained its "Triple - A" Bond Rating – a top-tier financial rating that fewer than 2 percent of all counties enjoy nationwide.

Response to COVID-19

In this past year, the County has seen incredible needs in its communities. Times of crisis require a bold response, so the Administration took unprecedented actions to support County residents. The Administration is particularly proud of Baltimore County employees, who rose to the occasion and stepped into new roles to meet this need. Indeed, since this crisis began, the Administration has prioritized efforts to strengthen the safety net for County residents.



In partnership with Baltimore County Public Schools, and with support from the Maryland Food Bank, the Administration has provided more than 16 million meals to County residents. The Baltimore County Public Library and the Baltimore County Department of Aging also joined the effort to make sure no resident goes hungry.

Using County CARES Act funds, the Administration created eviction prevention programs that have distributed nearly \$7.5 million to help more than 1,500 families stay in their homes. One recipient was a senior who was four months behind in rent due to the loss of her part-time job. Another was a small business owner who had to shut her business from March to July 2020.

Even though they later returned to work, they fell behind on rent. The County is proud to have helped them stay in their homes amid these challenging times. In the coming months, the County will serve more families in need. The Administration has allocated another \$3 million in state funding and \$49 million in federal funds to help thousands of residents stay in their homes. In addition, the County will plan to invest in support services including tenant counseling, legal services, and financial navigation.

The Administration has also taken steps to close the digital divide. As more people began working from home and students began virtual learning, the County worked with Comcast to provide Internet Essentials free of cost to thousands of families who needed assistance.

In addition, the Administration created a child care subsidy program for low-income families with school-aged children, as well as a similar program for County employees.

The County's business community also faced unprecedented challenges this year. To support County businesses, the Administration has awarded more than \$25 million across six grant programs, with more than 1,450 individual grants. That includes millions of dollars to support County restaurants, small businesses, and chambers of commerce.

35 percent of *all* of County business grant awards have gone to minority and women-owned businesses, far exceeding the County's goal of 15 percent.

A special thanks is due to the members of the County's Congressional Delegation who helped pass the CARES Act last year, which made these efforts possible. Thanks to this assistance, the County was able to quickly and effectively stand up operations that Baltimore County had never before done at this scale.

Now, as the County looks forward, there's even more reason for optimism. Thanks to the Biden Administration and the County's Congressional Delegation, Baltimore County will receive around \$160 million as part of the American Rescue Plan. The Administration is grateful for this investment in County communities, and look forward to continuing to work together with the federal government.

In March, the Administration established an economic recovery subcommittee and held roundtable discussions to develop a plan for allocating these funds efficiently and effectively. Chaired by Leonard Howie, director of Economic and Workforce Development, and including representatives from across county government, this



group is focused on how best to spend those precious dollars, focusing on three priority areas: individuals and families; small businesses, and workforce recovery.

A Collaborative Effort

The budget today is the result of a collaborative effort, the culmination of months of planning, community outreach, and the hard work of County Administrative Officer, Stacy Rodgers, Budget Director Ed Blades, Department Heads and County staff, who have crafted this budget.

Once again, the Administration held its trademark Town Hall series – virtually, this time – and engaged residents from every council district in a conversation about the needs in County communities. And throughout this pandemic, the Administration initiated stakeholder roundtables with businesses, nonprofits, and community groups across Baltimore County.

Through these conversations, the County set shared priorities: continued support for education, robust investment in open space, and new, innovative programs to support businesses and workers who struggled through this crisis. The enclosed budget advances these goals, and more.

Roadmap to Recovery

In the first days of this pandemic, no one could have foreseen the impact of this crisis, or the way it would completely change residents' way of life. The world was disrupted in so many ways, as classrooms moved online and businesses moved to the curbside.

Now, all can see the light at the end of the tunnel. Baltimore County has consistently lead the way among local jurisdictions in vaccine distribution, having been called the best run operation in the state of Maryland and a national model. Thanks to these vaccines, and to the hard work of the County's frontline public health workers, County residents will soon be able to return to their normal way of life.

But as County residents resume normal activities, it is important to remember that so many of the challenges faced before the pandemic not only persist, but in many cases, have been magnified.

That's why the Administration is making a concerted effort to address the disparities that have always been there. The Administration is not seeking to just rebuild the County's economy. It will improve it.

Education

That begins with continuing the Administration's commitment to education. In the Administration's first year in office, it provided record funding for education, increasing support for County schools by the largest year-over-year amount in the county's history. Last year, it protected those gains, even as the County faced budget constraints at the onset of an economic crisis. This year, the Administration continues making progress, striving towards a goal of a world class school system for every student in Baltimore County.



Right now is a critical time for so many of County students and educators, who have lost a year in the classroom because of COVID. Virtual learning presented new and unique challenges for students, educators, *and* parents, who had to play an even greater role in their child's education. These challenges were further compounded by a ransomware attack.

Now, as the County plans for its children's future – and the future of the County – all have an obligation to do more. As the County gradually and safely reopens schools for hybrid and in-person learning, it's critical that students and educators are equipped with the resources they need to stay safe, and to overcome the struggles of the past year.

It was known that additional resources were needed for County classrooms even before the pandemic hit, particularly in communities that have been historically disadvantaged and faced some of the worst outcomes from the COVID-19 pandemic. Disparities in education lead to disparities later in life. Those disparities will be magnified by the devastation of this last year. It's up to the County to bridge the gap and provide the resources that every child needs to thrive.

During this year's legislative session, the Maryland General Assembly passed the Blueprint for Maryland's Future, a transformative piece of legislation that comes at a critical time. Thanks to this legislation, the County will eventually have additional state resources to expand early childhood education, raise teacher pay, expand career and technical training, and provide additional investments in the classroom.

As the County eagerly awaits that new state funding, it will waste no time making progress in its schools through critical local investments. The budget for education includes the single largest dollar increase over the maintenance of effort in Baltimore County's history, with an additional \$40 million in general funds.

In total, education spending increases by more than 10 percent, with \$192 million in new funds. These investments fulfill nearly all of the requests from the Board of Education.

The Administration was pleased to work closely with Superintendent Williams to arrive at this budget, which not only restores the 122 teaching positions originally slated to be lost due to declining enrollment, but also fully funds step increases for BCPS staff as well as a well-deserved 2-percent mid-year cost of living adjustment.

The Administration further resolved to expand its efforts to provide students with safe and supportive learning environments that support mental health and ensure students can meet their basic needs. To that end, it will be leveraging federal dollars to pay school-based educators and administrators for an additional 15 minutes each day to support student recovery.

It will also leverage these funds to increase support for the Community Eligibility Provision which allows schools to offer free breakfast and lunch to all students. Further, the budget provides funding for new counselors and pupil personnel workers, who play an essential role in the holistic wellness of County children. And, the budget provide millions for middle school programs and summer school efforts.

The difficulties of reopening County schools, and, in particular, restarting school sports, shined a light on the challenge of administering an athletics program. Especially this year, it has proven to be a demanding task. So,



the budget funds the reclassifying of athletic directors as 12 month employees, recognizing the dedication and time commitment that this work requires.

On top of these historic investments, the school system will receive \$72 million in federal funds that are currently unallocated and can be used to further support students and educators.

Certainly, much of this will come as welcomed news for County educators and families, who have worked especially hard over the past year – which is why it is essential to ensure that these critical investments can be sustained going forward, following the expiration of federal funding.

Sustaining this investment will require a commitment this year from BCPS and the unions to adopt the same retiree healthcare modernizations already underway within Baltimore County General Government, the Baltimore County Public Library, and the Community College of Baltimore County. It will further require a commitment to implementing the findings of the ongoing efficiency review in the years ahead.

As students and educators return to the classroom, the County faces the responsibility to provide every student with a school that is safe, clean, and meets their educational needs. In every corner of the County, there is an incredible need – severe overcrowding, brown drinking water, and schools that are literally crumbling into the ground.

During my first year of this Administration, it committed hundreds of millions of dollars to finish the Schools for our Future program, then turning its attention to addressing the County's long term needs going forward.

For three years, the County has led the charge to pass the Built to Learn Act and modernize our school infrastructure. Fortunately, in passing the Blueprint for Maryland's Future, the state legislature also unlocked \$462 million in funding under the Built to Learn Act, which will finally allow the County to complete the Schools for our Future Program and begin laying the groundwork for developing and implementing a long term plan to improve County high schools.

This year, the County is putting forward \$67 million for the construction of a new Lansdowne High School. The budget also proposes significant funding for four of elementary schools, including replacements for Red House Run, Deer Park, and Summit Park Elementary Schools, as well as a major renovation and addition at Scotts Branch Elementary School. In addition, in the southeast, the budget proposes \$1.5 million to design an addition for Dundalk High School.

The budget ensures that every school in Baltimore County has air conditioning, completing a years-long effort to modernize County schools.

As the County continues developing its Multi-Year Improvement Plan for All Schools, it will ensure that every student and every educator has a school that meets their needs and affirms their dignity. The Administration is committed to meeting all the needs of County communities in a fair and equitable fashion, ensuring that no child and no school community is left behind.



Through this process, the Administration has affirmed the need to improve County schools in the county's central region, and has identified additional needs in the southeastern and northeastern regions. The Administration remains committed to meeting those needs. The budget includes feasibility studies to identify the best way forward to improve County schools in those communities.

Now is a pivotal moment for County children and the future of Baltimore County. The Administration is proud to provide these unprecedented funds for County schools to make the historic and transformational investments it needs.

Education doesn't end in 12th grade, and in challenging times, it becomes even more important to invest in higher education and workforce development. As residents seek to start their careers, or embark on new ones, the County will continue to do all it can to break down barriers to opportunity, including expanding access to the Community College of Baltimore County.

Since taking office, and in partnership with Dr. Sandra Kurtinitis, the Administration has made unprecedented progress on this access agenda. This year continues that trend. For the third year in a row, the County budget proposes freezing in-county tuition, in addition to once again expanding the College Promise scholarship program, which provides free community college to another 500 students.

The Administration is also working with CCBC to expand Early College Access for high school students looking for a head start on their college education. And, the County is working to expand their P-TECH programs, a partnership with BCPS and local businesses that helps students complete their high school diploma and their associate degree within six years – at no cost to students. The P-TECH program is a model of how businesses and the education sector can work together to fill the skills gap for in-demand jobs and provide great opportunities for County students.

Economic Opportunity and Business Support

Despite the economic decline in 2020, Baltimore County is poised for growth, thanks to its vibrant business community. According to the Baltimore County Local Workforce Area Plan, the County remains the top job center in the region and the second largest job center in the state, with more than 21,000 businesses employing nearly 380,000 workers. Even after this crisis, the County's nine core industries are projected to grow, accounting for 75 percent of the County's economic growth over the next several years.

However, while some industries have managed to get by, others have faced disproportionate harm. In the first six months of the pandemic, accommodation and food service workers filed more than 14,000 unemployment insurance claims. Retail workers filed more than 12,000 in that same six month period. With so many workers and businesses struggling, the County has an obligation to do more to support them.

Through the ongoing work of the economic recovery subcommittee, the County will continue identifying new and innovative ways to support its workforce, families, and individuals across Baltimore County. As the County has done with the CARES Act, it will leverage the American Rescue Plan to support economic recovery, with new investments in the County's Small Business Resource Center, expanded YouthWorks programming, increased support for Community Development Corporations, and funding for tourism and main streets.



The County will also make new innovations within Baltimore County Government to address longstanding economic disparities.

One of those new initiatives is the creation of the Department of Housing and Community Development, a new agency that will work to ensure access to affordable housing, provide housing stability support, and develop stronger neighborhoods.

This past year has laid bare just how fragile quality housing access can be. Early on, the Administration recognized that the COVID-19 pandemic had the potential to cause a tsunami of evictions and increased housing instability.

In Baltimore County, the Administration stepped up, distributing millions to help families keep roofs over their heads. Moving forward, the Administration will continue that work and ensure that there is a dedicated department to strengthen County neighborhoods, just as every other large jurisdiction in Maryland does.

In the years ahead, Baltimore County will continue building capacity in its communities, empowering residents to build better lives for themselves and their families.

Equity and Social Justice

As the County continues its recovery, equity will remain at the forefront of the Administration's efforts. It is well known that after years of disinvestment and underinvestment, the COVID-19 pandemic has disproportionately harmed black and brown communities. Latino and Black residents have been more likely to get sick and more likely to die as a result of COVID-19.

For example, while Latino residents represent nearly six percent of the County population, they also represent, on average, nearly 10 percent of its COVID-19 cases. This challenge was compounded by language barriers, which required the Administration to develop a new plan to reach those communities, not just with translated materials and brochures, but with targeted outreach and partnerships with regional nonprofits. Moving forward, the Administration will continue to be intentional about supporting all County communities and doing more to support those who have faced historic underinvestment.

Local government should be connected and accessible – to all of its residents. The County must build bridges where gaps are present. That has always been true and the global pandemic has only served to underscore that point. To that end, the County's budget proposes creating an Immigrant Affairs specialist, who will help the Administration improve its outreach work with immigrant communities in Baltimore County.

Recently, the County released the results of a study that analyzed its contracting practices in the years prior to the current Administration taking office. The study found that minority- and women-owned businesses were underutilized in the awarding of contracts in the past. These findings confirmed much of what was known of prior practices, and affirm the steps that the Administration has already taken to ensure greater opportunity for the County's minority and women entrepreneurs.



From day one, the Administration has been committed to promoting equity across County government—and remains focused on doing just that. The Administration is proud to share that spending on minority and women-owned businesses has increased by 59 percent since 2018. But the Administration knows that this is not enough. This year, the County plans to take additional steps to meet its goals, including creating highly-recommended positions to support contract compliance and certification reviews.

Safe, Healthy Communities

Baltimore County residents deserve safe, healthy communities. A year ago, Police Chief Melissa Hyatt began implementing a new public safety plan, which includes using targeted crime prevention efforts in hot spots and using data analysis to improve policing strategies. That plan is beginning to bring results, with crime declining in most categories, thanks to the hard work of County law enforcement officers.

However, the County must remain vigilant in its work to keep County communities safe. The Administration will continue doing it can to curb crime. That includes continuing to work with the Organized Crime Drug Enforcement Task Force, expanding access to behavioral and mental health services, and making upstream investments in communities across Baltimore County.

Last year, amid a nationwide call to ensure equitable policing in every community, the County took unprecedented steps to reform policing in Baltimore County, making the police department more transparent and accountable to the people it is sworn to protect.

With the bipartisan SMART Policing Act, the County banned chokeholds, required additional de-escalation and implicit bias training, and prevented officers with prior records of misconduct from serving in the County police department. In addition, the County is increasing transparency in the police department with the County's first body-worn camera policy, as well as a new data dashboard that tracks use of force by and complaints against law enforcement officers.

This year, the County is making new investments to continue its work towards more accountable policing. It has been evident in Baltimore County that body-worn cameras serve an important purpose, elevating transparency in the police department. This year, the County will finish the job and outfit the entire department. In addition, the County is funding an expansion of the Internal Affairs division to further increase transparency and accountability within the police department.

Police officers put their lives on the line to keep County communities safe. The Administration is confident that the reforms it has enacted will make a great police department even better. The Administration is thankful to Chief Hyatt for her leadership during a time of great change for law enforcement, to all of the women and men of the Baltimore County Police Department for their hard work and dedication to keeping all of County communities safe.

The County is also providing capital investments to support its first responders, including \$16 million towards the eventual establishment of a new fire station and police substation at Tradeport Atlantic in Sparrows Point and an additional \$7 million towards building a new Wilkens Police Precinct.



In addition, the County is providing \$1 million for land acquisition for a new Career Fire Station in Catonsville.

Within the Fire Department, the Administration is funding a Community Outreach position to engage residents and businesses to help prevent fires at County homes and businesses. The County proposes creating an equity officer and establishing a new contract with a doctor to serve as medical director and support the health needs of County firefighters.

The proposed budget also provides \$1.5 million more towards the Volunteer Fire Department's revolving loan fund. And, the County continues its commitment to a second set of turnout gear and commercial grade washers in each station with \$4.5 million in capital funding.

Vibrant Communities

Baltimore County residents also depend on local government to provide high quality services that keep its communities vibrant, safe, and clean. The Administration is proud to propose new ideas and new funds to continue that work and do even more for County residents.

For the library system, the County will eliminate all overdue fines, which burden its most vulnerable residents – often the same people who need the library's services the most. Going fine free will help eradicate inequities and further ensure everyone feels welcome at their local library. The Administration is thankful to Sonia Alcántara-Antoine, the new director of the Baltimore County Public Library, for advocating for this important change.

In the Department of Aging, the County is making new investments to support its seniors, including funds to begin the process of creating a new senior center in northern Baltimore County, ensuring that north county seniors have a dedicated space and expanded access to county services. The County also is funding significant and long-needed expansions to the Woodlawn senior center and parking expansions at both the Cockeysville and Fleming Senior Center Locations.

Per the recommendations of the Code Enforcement Taskforce, the budget includes funding for six additional code enforcement inspectors, in addition to a new revolving fund to address neglected properties in County neighborhoods. These investments are the bread and butter of local government and are fundamental to a neighborhood's quality of life.

The budget also includes funds to support bringing back bulk trash pickup, which so many residents have been calling for. It is expected that the program will be online in early 2022.

Sustainability

In so many ways, the Administration is taking bold, new actions to move Baltimore County forward. When it comes to laying the groundwork for a sustainable future, the County is leaving no stone unturned.

For the first time, the County is working on a Climate Action plan and a Greenhouse Gas inventory. The County is partnering with BGE to install electric vehicle charging stations on County properties, and is converting



methane gas from the Eastern Sanitary Landfill to renewable energy. In addition, the County restarted its glass recycling program, fulfilling a promise from last year's budget.

This year, the County is continuing its work to advance sustainability, with new and innovative programs. The proposed budget includes \$2.4 million for tree planting and maintenance, including \$400,000 for a tree equity program, \$250,000 for green infrastructure programs, and \$500,000 for phase two of the County's Climate Action Plan.

This year's budget also doubles investment in the County's "high performance home" and "energy conservation" tax credits – which have been so successful, there is now a backlog. By investing more in these tax credits, more residents will have access to the tax credits they deserve, and this encourages even more green investment in Baltimore County.

Another essential part of building a sustainable County is preserving more greenspace – to protect the environment, keep the region's farmland, and provide Baltimore County residents with outdoor amenities at the County's local parks.

The County's capital budget includes a record \$75 million for recreation and parks, including state and local funds, and \$4 million in bond funding for agricultural preservation, thanks to County voters who approved the budget referendum on the 2020 ballot.

This year, the Administration doubled down even further on land preservation, increasing funding to \$5.3 million in local funds for the County's land preservation programs, which includes \$600,000 in capital dollars towards the Piney Rural Legacy program. In addition, the County will provide \$50,000 to support leadership development and transition at the Baltimore County Land Trust Alliance. The County will further support land preservation within the URDL by ensuring Baltimore County Neighborspace receives a \$100,000 grant from county government this year.

As the County continue developing a new master plan for the entirety of the County's park system, it will prioritize equity so that every community in Baltimore County can enjoy a local park.

Some of those priorities are already in the pipeline. Last year, the County acquired a 7.7 acre property to create a new park at Greens Lane, adjacent to the Randallstown Community Center. Thanks to Speaker Adrienne Jones and the County's state legislators, Baltimore County will be putting a total of \$7 million in state and local funds towards the development of this recently-acquired site.

This budget proposes \$14.5 million to fully-fund the \$16.4 million Sparrows Point Park in eastern Baltimore County, which is in the design phase and will include the County's first ever LEED-platinum designed building. The budget also paves the way for significant renovations at Rockdale Park, Linover Park, Fleming Park, Diamond Ridge Family Park and a Destination Playground at the Banneker Community Center, among other locations. It matches state funds to install turf fields at Parkville and Kenwood High Schools, in addition to \$6 million for lighted turf fields at Belfast Road. The County is also investing in new trail systems – including \$1.5 million for the Dundalk Heritage Trail, as well as funds for the North Point Greenway Trail and the Franklin Woodland Trail.



In addition, the County is providing \$1,000,000 to support the redevelopment of the Pikesville Armory, which will be matched by the state and matched yet again by the local non-profit leading the Armory's redevelopment efforts. The County will also invest \$600,000 more to continue the planning and feasibility studies of the Western Hills Community Park.

Other capital budget investments include funding for improvements to Rocky Point Golf Course, including meeting space and an improved clubhouse in order to accommodate more events, as well as for an upcoming partnership with the Revenue Authority at the Reisterstown Sportsplex, which includes plans for a second ice rink.

Transportation and Infrastructure

Parks and recreational opportunities are critical for vibrant communities. The same is true for the ability to move around. Baltimore County is setting a new vision for what a local transportation networks should look like, with greater focus on transit, bike lanes, and walkability.

The Towson Circulator will be launched later this year, a transit project that it is hopefully can be replicated in communities across Baltimore County. In addition, the County has created bike lanes on Campbell Boulevard, Bedford Avenue, and Westland Boulevard.

Baltimore County communities should also be walkable for pedestrians, especially in its main corridors. So, this budget includes funding for the initial work necessary to build sidewalks on Ingleside Avenue in Catonsville, 7 Mile Lane in Pikesville and continues the County's investment in the Windsor Mill Road sidewalk project.

The budget also provides significant funds for road resurfacing and traffic calming, continuing the County's commitment to ensuring that its roadways are safe for its residents.

Government Reform

Amid this crisis, the day-to-day work of local government hasn't stopped, and County employees have gone above and beyond to serve County residents. The Administration thank them enough for all that they do – and that has been especially true this past year.

In recognition of the outstanding service they provide to the residents of Baltimore County, the County remains committed to investing in its people – the County's most precious resource. That includes a full funding of steps and increments as well as a mid-year cost of living increase or equivalent salary adjustments for all County employees, and the continued modernization of operations.

An employee shared, for example, that some members of the County team still do not have government email accounts, leaving them out of the loop and feeling disconnected from their colleagues. This budget includes new funding to ensure that every county employee has access to an email account.

In the Administration's first budget two years ago, it laid out a plan to replenish and bolster the fund that pays for retiree health care and life insurance benefits – which was drained in prior years and was heading toward



insolvency. This year, the Administration reported that the County is ahead of schedule in restoring that fund, with a \$70 million contribution – double what was included in last year’s initial budget.

In addition, the County provides new resources to support its employees, including expanding its tuition reimbursement program to non-merit employees, granting non-merit employees with three personal days, and providing eligible employees with the option to obtain a certified public manager certificate.

Conclusion

Over the last year, County residents have each sacrificed so much for each other, and all have felt a sense of loss. People missed opportunities to see loved ones. Students and educators lost a year in the classroom. Some lost people important to them. Life was completely changed.

Just as County residents shared in each other’s struggles, they shared a resolve. So many people stepped up to help others, whether by distributing meals, sewing masks, or just being there for someone. It must be remembered that everyone got through this together – and that the County will rebuild its communities together.

The County can’t lose sight of why those sacrifices were made – to protect neighbors, loved ones, and total strangers. Now, the County has an opportunity to channel that same compassion towards a brighter future and stronger county.

The County has an opportunity to build a recovery that works for everyone, continues the progress that has already been made, and provide a higher quality of life for all residents of Baltimore County. This budget is an investment in a shared future and a better Baltimore County – with stronger schools, vibrant communities, and a thriving economy.

One day soon, the County will be able to put this behind it and come back stronger. Together, it will get done.



Enterprise Strategic Plan

Baltimore County undertook a comprehensive planning effort to establish a shared view of the present and a shared vision for the future and to identify the County's top priority goal areas for action over the next four years. This Enterprise Strategic Plan aims to incorporate input from more than 100 respected thought-leaders, practitioners, community leaders, and policy advocates from both the public and private sectors who participated in the transition planning process. It also reflects hundreds of resident perspectives gathered through town halls and online comments focused on the county budget and priorities. This plan is a roadmap that positions Baltimore County to achieve the vision we have for ourselves.

This Enterprise Strategic Plan will work in tandem with existing documents, including the Transition Report, to inform decisions and budget planning. This plan will be refreshed every spring to set priorities for the following fiscal year.

Mission

Baltimore County government delivers the highest standard of service to residents, businesses, and visitors and ensures effective, efficient, and ethical stewardship of County resources.

Vision

Baltimore County is a national leader in delivering exceptional service and is an inclusive place to live, work, visit, and thrive.

- People want to live, work, play, and age in Baltimore County
- Residents have pride in Baltimore County
- Schools are strong and communities are safe
- People have a positive experience doing business with Baltimore County
- Residents see a return on investment for County resources

Core Values

INTEGRITY: We operate with high ethical standards at all times.

EXCELLENCE: We are a best practice jurisdiction that provides a superior customer experience.

EQUITY: We are inclusive in our decision-making, distribute our resources equitably and create opportunity for all.



TRANSPARENCY: We promote a culture of openness, make information accessible, and communicate honestly.

ACCOUNTABILITY: We focus on outcomes, measure our progress, and share our results.

SUSTAINABILITY: We balance our fiscal and infrastructure needs with the environment in a way that preserves a high quality of life for future generations.

EMPLOYEE EMPOWERMENT: We value our workforce, encourage their development, and inspire them to be leaders.

Goals

Goal 1 - VIBRANT COMMUNITIES

Ensure all residents have access to high-quality and affordable housing, cultural, and recreational opportunities in safe communities

Goal 2 - EDUCATIONAL EXCELLENCE AND LIFELONG LEARNING

Foster lifelong educational opportunities for residents of all ages by promoting greater collaboration and providing multiple pathways for advancement to enhance overall quality of life

Goal 3 - EQUITABLE DECISION-MAKING

Build a future centered on equitable decisions, providing opportunities and allocating resources and services through an equity, diversity, and inclusion lens that enhances growth and prosperity

Goal 4 - SUSTAINABILITY

Ensure the long-term sustainability of the County's public and internal government infrastructure and safeguard the County's ecology and climate

Goal 5 - GOVERNMENT ACCOUNTABILITY

Be an open, transparent, accountable, and high-performing organization that effectively uses resources to provide high-quality services to residents and visitors

Goal 6 - WORKFORCE EMPOWERMENT

Engage and empower County government employees to build a better Baltimore County

EXECUTIVE SUMMARY - FY 2022 BUDGET PRIORITIES OF ENTERPRISE STRATEGIC PLAN

Reflected below are highlights of the FY 2022 budget and its alignment with the County-wide Strategic Plan:

Auth
Positions

FY 2022 Proposed



GOAL 1 VIBRANT COMMUNITIES

Ensure all residents have access to high-quality and affordable housing, cultural, and recreational opportunities in safe communities

Operating Budget

Additional Environmental Health Inspectors to assist the Health Department in food establish inspections	6.0	318,000
Positions for the new Department of Housing and Community Development (DCHD) to aid in the continuation of development and implementation of affordable housing and community development strategies	5.0	270,000
GIS Technician added in DPW will support the Department's Bureaus allowing better data based decision in regards to the allocation of County resources	1.0	50,356
Fund additional Code Inspection & Enforcement Officers to help improve community revitalization	5.0	256,875
Contractual Medical Director in Fire Department will assist with medical oversight, quality assurance efforts and manage correspondence with the Maryland Institute for Emergency Medical Services System (MIEMSS)		100,000
The Community Outreach and Education Lieutenant will be an integral role in developing and delivering programs to the community in Fire Marshall's Office	1.0	87,787
Continue 2nd Trash Pickup as part of Rat Eradication Program		1,372,102
New Derelict Property Community Fund		2,000,000
Addition of One Sergeant, 1 Corporal and 2 Officers in BCPD for a Mobile Education Training Team	4.0	374,025
Addition of Management Analyst for Police Grants Management Team for greater leveraging of external funding	1.0	52,408
Mobile Crisis Team Expansion - This request expands and improves upon an existing program designed to enable first responders to identify and refer at risk and vulnerable people to appropriate resources *		1,600,000
Deputy Director Recreation Services that will ensure the delivery of high quality recreational services and programs to County residents	1.0	101,588
Chief of Nature, Agricultural & Environmental Centers (NAEC) that will develop high level nature, agricultural and environmental programming	1.0	92,943
Geographic Information System Specialist III - (911 Center) to handle the large increase in GIS workload, specifically around Public Safety	1.0	65,268

Capital Budget

North County Senior Center		3,000,000
Woodlawn Senior Center Expansion - County and State Funding		4,600,000
Pikesville Senior Center and Library Repaving and Restriping		165,550
Fleming Senior Center Parking Lot Expansion		275,000

EXECUTIVE SUMMARY - FY 2022 BUDGET PRIORITIES OF ENTERPRISE STRATEGIC PLAN

Parkville Senior Center - Plumbing Renovations and Parking Lot Feasibility Study		295,000
Overlea and Edgemere Senior Centers - HVAC Upgrades		630,000
Lansdowne Senior Center - Interior Painting and Carpet		75,000
Liberty Senior Center - Picnic Pavilions - County and State Funding		300,000
Cockeysville Senior Center - Parking Lot Expansion		2,500,000
Housing Opportunities		3,000,000
Four Bus Stop Enclosures on Liberty Road (State Grant)		150,000
Side Walk Installation Along Liberty Road (State Grant)		200,000
Repaving and Curb and Gutter Work County-wide		33,716,000
Side Walk Ramps/ADA Updates		400,000
Pikesville Streetscape		470,000
East Towson Improvements		515,000
Ingleside Avenue Sidewalks		500,000
Old Court Rd/ 7 Mile Ln Sidewalks		500,000
West-East Trail Connection Planning		150,000
Red Run Trail Feasibility Study		63,000
6 Bridge Trail Feasibility Study		90,000
Joint Project with Howard County of shared-use path from Elkridge to the Guinness Open Gate Brewery		500,000
Southern section of the Northeast Trail to 100% design		250,000
Windsor Mill Road Sidewalks		1,000,000
Recreation Facility Renovations work on Playgrounds, Courts & Gymnasiums		5,080,000
Athletic Field Construction and Renovations		4,975,000
Sparrows Point Park		14,492,653
Oregon Ridge Park Enhancements		6,400,000
Belfast Road Park Phase One Construction		6,400,000

EXECUTIVE SUMMARY - FY 2022 BUDGET PRIORITIES OF ENTERPRISE STRATEGIC PLAN

Expand water-based recreational opportunities by funding the construction of canoe and kayak launches at multiple County waterfront parks		300,000
Cromwell Valley Park Enhancements		1,110,000
Park Acquisition Funding		6,450,000



GOAL 2 EDUCATIONAL EXCELLENCE AND LIFELONG LEARNING

Foster lifelong educational opportunities for residents of all ages by promoting greater collaboration and providing multiple pathways for advancement to enhance overall quality of life

Operating Budget

Baltimore County Public Library - "Fine Free for All" will remove barriers and encourage all county residents to benefit from the many services the BCPL offers.		516,400
Expanding College Promise by 500 students *		700,000
Funding to support the Early College High School @ Woodlawn program as well as the Pathways in Technology Program @ Dundalk *		556,229
CCBC Funding in Excess of Maintenance of Effort while maintaining a tuition freeze		4,500,000
Fully funding steps and mid-year 2% COLAs for both BCPS and CCBC		30,600,000
New textbooks, library books and classroom supplies at the new Northeast Area Elementary School		1,050,000
Funding BCPS over Maintenance of Effort by 4.7%		40,082,921
BCPS adding 15- minutes to the school day to support student recovery *		29,898,909
Restoring 122 teacher positions at risk of being lost to enrollment declines *		6,940,836
Increased support for Community Eligibility Provision which allows BCPS to offer free breakfast and lunch to all students *		2,643,448
Funding for 35 new positions, including counselors and pupil personnel workers *		2,409,897
Reclassing 24 BCPS athletic directors to 12-month employees		152,255

Capital Budget

Summit Park Elementary School Replacement		18,125,287
Scotts Branch Elementary School Renovation/Addition		22,698,000
Red House Run Elementary School Replacement		10,016,997
Lansdowne High School Replacement		67,577,000
Mechanical Renovations at Pinewood Elementary School		3,150,000
Mechanical Systemic Work at Sandy Plains Elementary School		2,315,000
Roof Rehabilitations at various Schools		29,941,094
Basketball and Tennis Court work at various Schools		3,200,000
Parking lot, Paving, and Bus Loop work at various Schools		9,600,000

EXECUTIVE SUMMARY - FY 2022 BUDGET PRIORITIES OF ENTERPRISE STRATEGIC PLAN

Playground Renovations at various Elementary Schools (State Grant)		2,000,000
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GOAL 3 EQUITABLE DECISION-MAKING

Build a future centered on equitable decisions, providing opportunities and allocating resources and services through an equity, diversity, and inclusion lens that enhances growth and prosperity

Operating Budget

Grant Writer position for Health and Human Services	1.00	90,000
Fire Department Equity Officer	1.00	113,000
Addition of (3) Positions in Human Relations with the goal to ensure outreach to M/W/S/ DBE businesses and Immigration Affairs	3.0	195,803
Police Department - Sergeant, Police Officer and Office Assistant for Internal Affairs to improve transparency	3.0	211,738
Professional services contract for business intelligence developer for BCPD to assist analysts in responding to data requests.		167,000

Capital Budget

Circuit Court Office Space expansion for the Digital Recording Room to accommodate Adult Drug Court positions		150,000
Refurbish Circuit Court Law Library into Self Help Center		75,000
Completion of Fullerton Fire Station - Female locker room		128,249
Greens Lane Park Design and Construction		7,000,000
Rockdale Park Renovations and Enhancements		2,000,000
Imagination Playgrounds		1,400,000
Diamond Ridge Family Park Renovations and Enhancements		900,000
Fleming Parking Enhancements		500,000
Banneker Community Center Destination Playground		900,000



GOAL 4 SUSTAINABILITY

Ensure the long-term sustainability of the County's public and internal government infrastructure and safeguard the County's ecology and climate

Operating Budget

County Circulator operations and maintenance included in General Fund		1,600,000
Implementation of a Zero Waste Education and Outreach Program and expansion of Household Hazardous Waste Program	3.0	1,208,000
Initiate a public education program for residents to eliminate plastic bags for yard materials and moving to kraft paper bags		50,000
Increased hauler compensation and establishment of service agreements		4,800,000
Initiation of County Bulk Material Collection Program	1.0	255,000

EXECUTIVE SUMMARY - FY 2022 BUDGET PRIORITIES OF ENTERPRISE STRATEGIC PLAN

Capital Budget

County Climate Action Plan - Phase 2		500,000
Outreach to promote the County's Flood Proofing Grant Program and its Acquisition of Flooded Homes Program		100,000
FY 2022 Flood Proofing Grant Program		300,000
Acquisition of Flooded Homes Program		650,000
Storm Drain Extension Oxeye Road/Moores Valley Drive		275,000
Flood Remediation at Bay Drive at Miami Beach		300,000
Storm Drain Replacement at Lochwynd Court		250,000
Storm Drain Inlet Reconstruction		1,000,000
Tree planting, maintenance, Equity Tree Planting program and purchase of easements for additional tree plantings (including \$400,000 for Equity Reforestation efforts)		2,336,000
Land and a new Fire Station in Catonsville		1,000,000
Conversion of County-owned Streetlights to LED		400,000
Piney Run Rural Legacy Area to aid in purchase of additional Rural Legacy Easements		600,000
Land preservation through BC Land Trust Alliance		50,000
State and County Agricultural Land Preservation Programs for Easement Purchases		4,660,000
Inventory Mapping of Storm Drains and Outfalls to Provide County with Asset Management Data to More Effectively and Efficiently County Resources		1,000,000
Green Infrastructure Pilot		250,000
Lower Gunpowder at Silverwood Stream Restoration		3,140,000
Roches Run Stream Restoration		2,700,000
Gwynns Falls at Pittsfield Road Stream Restoration		3,000,000
Minebank Run at Metfield Stream Restoration		2,355,000
Education and Outreach for Conservation Activities		360,000



GOAL 5 GOVERNMENT ACCOUNTABILITY

Be an open, transparent, accountable, and high-performing organization that effectively uses resources to provide high-quality services to residents and visitors

Operating Budget

Addition of a senior-level administrative assistant for Office of the Inspector General	1.0	55,000
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EXECUTIVE SUMMARY - FY 2022 BUDGET PRIORITIES OF ENTERPRISE STRATEGIC PLAN

Addition of an Assistant County Attorney and Legal Assistant in the Office of Law	2.0	160,000
Fund an Interpreter Coordinator to ensure access to justice for all in Circuit Court	1.0	46,571
Outfit Body Worn Camera devices to all FOP members who currently do not have them		609,000
Funding for the Other-Post Employment Benefits (OPEB) Trust		70,000,000
Increase funding for the Police, Fire, Widows' Pension Fund		7,500,000

Capital Budget

ADA Upgrades - Pedestrian ramp construction		400,000
Washer and dryer installations at Fire Stations across the County		4,500,751



GOAL 6 WORKFORCE EMPOWERMENT

Engage and empower County government employees to build a better Baltimore County

Operating Budget

Succession Planners in the Office of Human Resources to implement a succession planning strategy for County government	2.0	119,695
Expand tuition reimbursement to all non-merit County employees		125,000
Leadership Development Program		22,320
Fire Department Safety Officer to develop, implement, enforce and maintain the best practices for safety and well-being of Fire personnel	1.0	93,955
Sergeant, Police Officer and 20 ad hoc position for a new Peer Support and Wellness Team	2.0	206,538
Department of Economic and Workforce Development staff to pursue additional funding opportunities for workforce development		100,000

Capital Budget

New Fire Station and Police Substation in Sparrows Point		16,000,000
Wilkins Police Precinct Replacement		7,000,000
Workday Enterprise system Implementation		2,247,390
Police Department Personnel Scheduling Software		260,000

*** DENOTES ANTICIPATED FEDERAL FUNDING**



OUTCOME BASED BUDGETING

Historically, Baltimore County had a traditional incremental budgeting process that included performance measures representing demands, outputs and results. The Managing for Results (MFRs) in the budget books included various performance metrics for business units that were designed to show baseline performance year over year and track efficiencies. These metrics did not necessarily align with priorities or outcomes, absent a county-wide strategic plan. In some cases, the MFR metrics were tied to individual departments' strategic plans, but without an over-arching priority framework for the county as a whole, these metrics could not be tied to county-wide strategic priorities. While these MFR metrics were considered by the executive and legislative branches during the budget formulation process each year, the Office of Budget and Finance did not have a mechanism to hold departments accountable throughout the fiscal year.

As part of County Executive Olszewski's focus on transparency and accountability, the County is moving towards a system of outcome-based budgeting. This was a key recommendation of the Commission on Fiscal Sustainability, which met in 2019 and developed a series of recommendations including development of a County-wide Strategic plan to guide outcome budgeting.

WHAT IS OUTCOME BASED BUDGETING?

Outcome Based Budgeting is the ability to align the budget around specific priorities and then track certain metrics—*key performance indicators (KPIs)*—to determine if the spending is effective in obtaining the desired outcome. Good business practices suggest KPIs should be considered throughout the full budget lifecycle.

OUTCOME BASED BUDGETING ATTEMPTS TO ANSWER THE QUESTIONS BELOW:

- *Are we achieving our desired outcomes through the current structure of the budget?*
- *How can we better allocate resources to reach our desired outcomes?*

Priorities and outcomes are a key component of any Outcome Based Budgeting process and the County Enterprise Strategic Plan is the focal point. As county-wide and organizational priorities change, so should the metrics. Departments should have the opportunity to amend their metrics as priorities change and new initiatives and programs are initiated.

For example, departments should seek additional funding when they have ideas that will bring Baltimore County closer to achieving a particular outcome that is aligned with the County's Enterprise Strategic Plan.



- Departments should be able to identify which of their services are targeted towards a priority goal and what corresponding metrics indicate how well they are performing that service.
- Services should be identified with a degree of detail so that the County Executive can make informed decisions around the reallocation of resources.

FY 2022 – CONTINUING THE TRANSITION TO OUTCOME BASED BUDGETING

As part of Baltimore County's transition to Outcome Based Budgeting, the Office of Government Reform and Strategic Initiatives' team of performance analysts worked with departments to revise their existing MFR's during the remainder of FY 2020 and this will continue throughout FY 2022 and FY 2023. The team met with staff from each department to create metrics aligned with the County Executive's new performance management system, BCSTAT, as well as priority areas reflected in the six goal areas under the County's Enterprise Strategic Plan.

Integration & Work Breakdown



The figure above shows how the integration of data supports the strategic outcomes, which are the key strategies and priority goals across all measured departments. These priorities were based off the six strategical goals; Vibrant Community, Sustainability, Educational Excellence and Lifelong Learning, Government Accountability, Equitable Decision-making and Workforce Empowerment.



BCSTAT AND DEPARTMENT MEETINGS

The County Executive created BCSTAT in FY 2020. It is a data-driven performance management program, whose mission is to create accountability, improve performance, ensure data quality and increase transparency across Baltimore County. BCSTAT met with every department to review their metrics and the majority appreciated the opportunity to have input into the metrics selected. Every department was asked to choose metrics that either represented a core task or was related to a priority goal within the County Enterprise Strategic Plan. The metrics have been reviewed and agreed upon by each individual department as a draft.

ALIGNING BCSTAT AND OUTCOME BUDGETING

As the County's first performance management program, BCSTAT's goal is to incorporate data into critical decision making across county departments and priorities. In conjunction with BCSTAT's existing department and priority tracking processes, supplemental Outcome Budgeting Reports will highlight all of the metrics that touch the priority goals for every department. This report will be similar to the quarterly department and priority stat reports, focusing on notable trends, quality of service and areas for improvement are the main objectives

Outcome Based Budgeting will be fully integrated into the budget lifecycle process in that the County can budget based on measurable outcomes. BCSTAT will evaluate and analyze work performance data to identify KPIs for each department and priority goal. The new process will produce KPIs to track performance in addition to showing relationships between outputs and the total budget of each business unit. The KPIs provide quantitative measures as a demonstration of how close we are to the desired outcomes identified by the administration. Additionally, data from Outcome Based Budgeting can then be considered when acquiring and allocating physical and human resources.

The purpose is to provide the County Executive and senior leadership team with information for each priority goal that provides a clear picture of whether or not we are achieving our desired outcomes. This is meant to better inform quality of service delivery as well as progress toward each priority goal. This will also be considered for resource allocation and annual development of the budget.

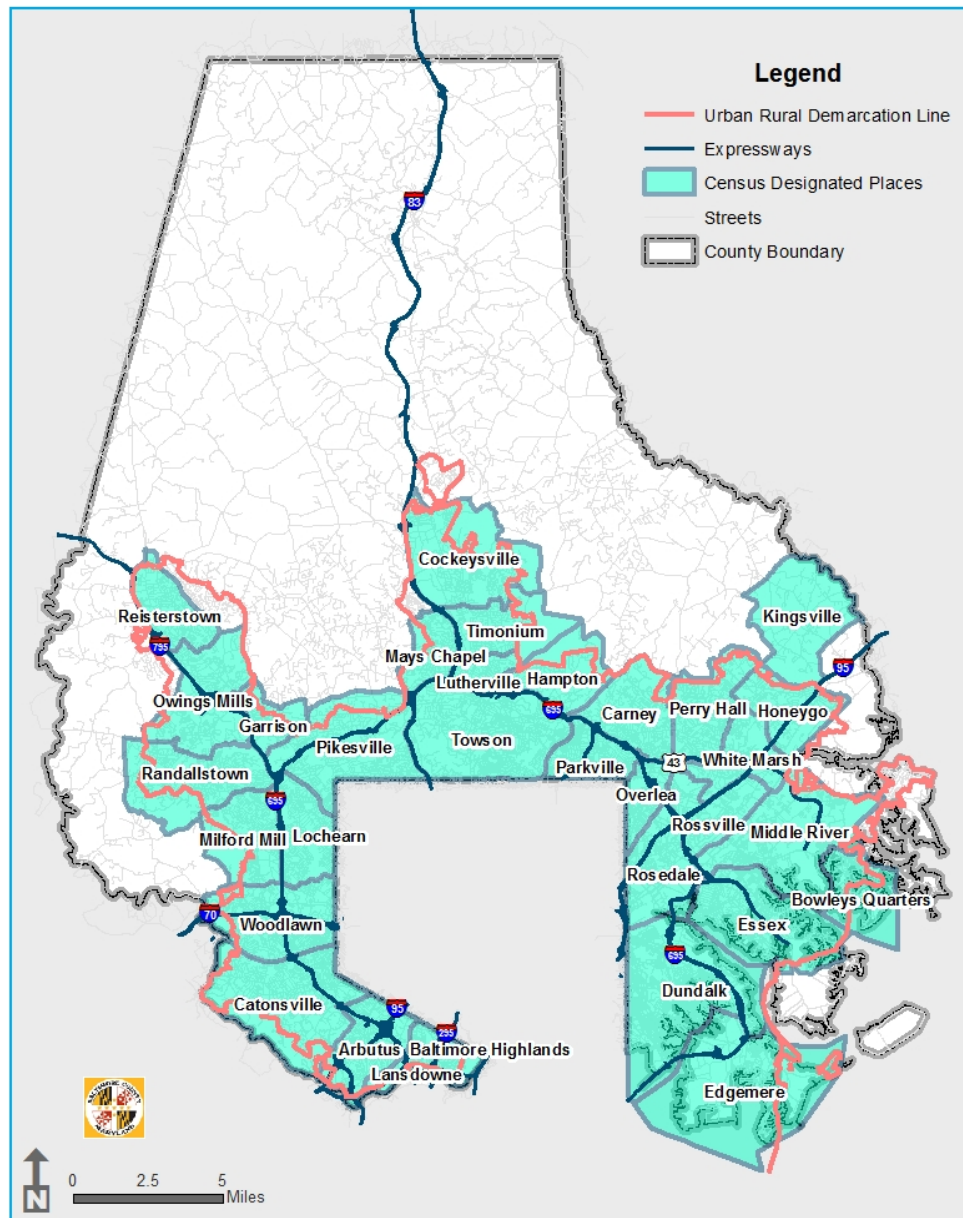
The County is underway with the implementation of Workday and Adaptive for its new full Enterprise system replacement that will contain the ability to track performance measures and costs associated, which our current system does not allow. As we work toward a full implementation of this with a new ERP system coming on-line in FY 2023 please see the select performance measure outputs in Appendix B that we will begin collecting going forward in FY 2022. These will ultimately tie up to KPI and more general County-wide outcomes that will tie back to the budget in FY 2023 with the implementation of Workday.



BALTIMORE COUNTY, MARYLAND

Baltimore County surrounds the independent city, Baltimore, in central Maryland and in the middle of a compact East Coast market. The County has the land area of 612 square miles and 109 miles of the coastal shoreline serving as an essential buffer between urbanized areas within the Urban Rural Demarcation Line or URDL and the Chesapeake Bay. There are no incorporated cities or towns in Baltimore County but 32 census designated places¹ mostly within the urbanized areas, in addition to the rural hinterland.

Baltimore County, Maryland



¹ Census Designated Places (CDPs) are the statistical counterparts of incorporated places, and are delineated to provide data for settled concentrations of population that are identifiable by name but are not legally incorporated under the laws of the state in which they are located. The boundaries usually are defined by the U.S. Census Bureau in cooperation with local or tribal officials for a decennial census.



DEMOGRAPHICS

Baltimore County has a population of 854,535, according to Census 2020 data. The County is the largest jurisdiction in population in the Baltimore Metropolitan Area consisting of Anne Arundel, Baltimore, Carroll, Harford, Howard, and Queen Anne's counties as well as Baltimore City. The County is the third most populous among all 24 jurisdictions in Maryland, following Montgomery and Prince George's counties (Table 1).

Table 1: Total Population, Census 2010 and Census 2020

Jurisdiction	2010	2020	Change	% Change
Allegany County	75,087	68,106	-6,981	-9.30%
Anne Arundel County	537,656	588,261	50,605	9.41%
Baltimore County	805,029	854,535	49,506	6.15%
Calvert County	88,737	92,783	4,046	4.56%
Caroline County	33,066	33,293	227	0.69%
Carroll County	167,134	172,891	5,757	3.44%
Cecil County	101,108	103,725	2,617	2.59%
Charles County	146,551	166,617	20,066	13.69%
Dorchester County	32,618	32,531	-87	-0.27%
Frederick County	233,385	271,717	38,332	16.42%
Garrett County	30,097	28,806	-1,291	-4.29%
Harford County	244,826	260,924	16,098	6.58%
Howard County	287,085	332,317	45,232	15.76%
Kent County	20,197	19,198	-999	-4.95%
Montgomery County	971,777	1,062,061	90,284	9.29%
Prince George's County	863,420	967,201	103,781	12.02%
Queen Anne's County	47,798	49,874	2,076	4.34%
St. Mary's County	105,151	113,777	8,626	8.20%
Somerset County	26,470	24,620	-1,850	-6.99%
Talbot County	37,782	37,526	-256	-0.68%
Washington County	147,430	154,705	7,275	4.93%
Wicomico County	98,733	103,588	4,855	4.92%
Worcester County	51,454	52,460	1,006	1.96%
Baltimore city	620,961	585,708	-35,253	-5.68%
Maryland	5,773,552	6,177,224	403,672	6.99%

Source: U.S. Census Bureau.

In addition, there are two master plan designated areas in the County: the Middle River Redevelopment Area and Owings Mills Growth Area. The Middle River Redevelopment Area, which is approximately 10,034 acres in size, has a population of 47,826. The Owings Mills Growth Area, which comprises 9,685 acres, is the locale for 50,301 residents. The Towson Core, featuring massive redevelopment since the 2000s, contains about 3,985 acres with 42,956 persons. The Hunt Valley Area, a major employment cluster in the County, has a population of 38,332. Census



tracts that approximately represent those four areas are used to estimate the area's population using Census 2020 data.

Table 2 shows population by age in Baltimore County, Maryland, and the United States (U.S.). Baltimore County has the largest percent share of population 65 years old or over as compared to Maryland and the U.S. The proportion of children is smaller than that of the State or U.S. average.

Table 2 also includes the average household size in the above referenced geographic areas. Over the years, the household size has been increasing in the County, State, and U.S., which may be resulted from international migration, according to the Maryland Department of Planning. The County's average household size is smaller than the State and U.S. average.

Table 2: Population by Age and Average Household Size

2010:

Data Category	Baltimore County	Maryland	United States
Population	805,029	5,773,552	308,745,538
under 5 years	6.0%	6.3%	6.5%
5 years to 19 years	19.0%	20.0%	20.4%
20 years to 64 years	60.4%	61.5%	60.0%
65 years and older	14.6%	12.3%	13.0%
Average Household Size	2.48	2.61	2.58

2020:

Data Category	Baltimore County	Maryland	United States
Population	854,535	6,177,224	331,449,281
under 5 years	5.9%	6.0%	6.0%
5 years to 19 years	18.4%	18.7%	18.9%
20 years to 64 years	58.5%	59.5%	58.7%
65 years and older	17.2%	15.9%	16.5%
Average Household Size	2.58	2.66	2.63

Source: U.S. Census Bureau.

The Census 2020 population by age and household size are not available at this point.

The 2019 estimates have to be used in the lower part of Table 2.

INCOME LEVELS

Table 3 shows percent households in each income bracket in Baltimore County, Maryland, and U.S. In 2010 and 2019, the County's median household income was significantly higher than the nation's but lower than the state's level.

A similar trend or pattern can be observed for households earning less than \$15,000 or greater than \$50,000 income at the three geographic areas. The exception was for percent households whose income was less than \$15,000 in 2010 when the County's percent share in this income bracket was smallest as compared to the state and national level.



Table 3: Household Income

Data Category	2010			2019		
	Baltimore County	Maryland	United States	Baltimore County	Maryland	United States
Total Households	315,542	2,121,047	114,235,996	312,466	2,226,767	122,802,852
Less than \$10,000	4.6%	5.0%	7.2%	5.3%	4.8%	5.8%
\$10,000 to \$14,999	3.6%	3.3%	5.5%	2.3%	2.6%	4.0%
\$15,000 to \$24,999	7.4%	6.9%	10.8%	6.1%	5.6%	8.3%
\$25,000 to \$34,999	8.7%	7.7%	10.5%	6.4%	6.3%	8.4%
\$35,000 to \$49,999	13.7%	11.8%	14.1%	10.5%	9.0%	11.9%
\$50,000 to \$74,999	20.0%	18.2%	18.6%	18.2%	15.2%	17.4%
\$75,000 to \$99,999	14.7%	14.1%	12.3%	13.6%	13.1%	12.8%
\$100,000 to \$149,999	16.1%	17.7%	12.3%	18.5%	19.3%	15.7%
\$150,000 to \$199,999	5.9%	7.9%	4.4%	8.7%	10.4%	7.2%
\$200,000 or more	5.4%	7.3%	4.2%	10.3%	13.6%	8.5%
<i>Less than \$15,000</i>	<i>8.20%</i>	<i>8.30%</i>	<i>12.70%</i>	<i>7.60%</i>	<i>7.40%</i>	<i>9.80%</i>
<i>Greater than \$50,000</i>	<i>62.10%</i>	<i>65.20%</i>	<i>51.80%</i>	<i>69.30%</i>	<i>71.60%</i>	<i>61.60%</i>
Median income (\$)	63,959	70,647	51,914	77,358	86,738	65,712

Source: U.S. Census Bureau.

Moreover, the per capita income for Baltimore County residents is slightly lower than Maryland's but significantly above the U.S. average, as portrayed in Table 4.

Table 4: Per Capita Income (\$)

Year	Baltimore County	Maryland	United States
2010	49,234	49,880	40,278
2011	50,281	52,089	42,463
2012	51,874	53,341	44,283
2013	51,569	52,666	44,489
2014	53,224	54,063	46,486
2015	54,648	56,249	48,429
2016	56,273	58,052	49,204
2017	59,130	60,847	51,640
2018	61,556	63,426	54,526
2019	62,976	63,661	56,606

Year	County/State	County/U.S.
2010	98.70%	122.24%
2011	96.53%	118.41%
2012	97.25%	117.14%
2013	97.92%	115.91%
2014	98.45%	114.49%
2015	97.15%	112.84%
2016	96.94%	114.37%
2017	97.18%	114.50%
2018	97.05%	112.89%
2019	98.92%	111.25%

Source: U.S. Bureau of Economic Analysis.



EMPLOYMENT AND JOBS

Baltimore County is the second largest in total jobs (540,482) that ranks second following Montgomery County (734,999). Table 5 shows the number of and change in jobs between 2010 and 2019 in Baltimore County, Maryland, and the United States. The job growth rates in the state and nation surpassed the County's.

Table 5: Changes in Jobs

Geography	2010	2019	Change	% Change
Baltimore County	487,862	540,482	52,620	10.79%
Maryland	3,345,423	3,742,829	397,406	11.88%
United States	172,901,700	201,644,200	28,742,500	16.62%

Source: U.S. Bureau of Economic Analysis.

Table 6 portrays that the economic structure in Baltimore County is diversified. The County continues to decline in manufacturing and some public sector jobs. Furthermore, the share of governmental jobs in the County has been smaller than that in Maryland.

Table 6: Jobs by Place of Work

Description	Baltimore County			Maryland		
	2010	2019	% Change	2010	2019	% Change
Farm employment	995	1,125	13.07%	4,747	6,467	36.23%
Nonfarm employment	486,867	539,357	10.78%	2,617,803	2,872,568	9.73%
Private Sector:	425,967	480,628	12.83%	2,053,882	2,301,936	12.08%
Construction	28,856	33,512	16.14%	147,161	170,379	15.78%
Manufacturing	20,777	17,366	-16.42%	114,941	112,410	-2.20%
Professional, Service, Retail, Trade, or Others	376,334	429,750	14.19%	1,791,780	2,019,147	12.69%
Public Sector:	60,900	58,729	-3.56%	563,921	570,632	1.19%
Federal, civilian	16,664	14,071	-15.56%	172,020	174,666	1.54%
Military	2,352	2,667	13.39%	46,402	48,616	4.77%
State and local	41,884	41,991	0.26%	345,499	347,350	0.54%
State government	11,446	11,572	1.10%	101,553	100,284	-1.25%
Local government	30,438	30,419	-0.06%	243,946	247,066	1.28%

Private Sector:	% Nonfarm Employment		% Nonfarm Employment	
Construction	5.93%	6.21%	5.62%	5.93%
Manufacturing	4.27%	3.22%	4.39%	3.91%
Professional, Service, Retail, Trade, or Others	77.30%	79.68%	68.45%	70.29%
Public Sector:				
Federal, civilian	3.42%	2.61%	6.57%	6.08%
Military	0.48%	0.49%	1.77%	1.69%
State and local				
State government	2.35%	2.15%	3.88%	3.49%
Local government	6.25%	5.64%	9.32%	8.60%
Public sector as % of nonfarm employment	12.51%	10.89%	21.54%	19.86%

Source: U.S. Bureau of Economic Analysis.



Baltimore County's diverse business base employed a total civilian workforce of 427,632 in 2019. From 2010 through 2019, employment in Baltimore County increased by 15,816 or 3.84% (Table 7). This rate indicates an increase in the number of employed persons attributable to a reducing unemployment rate and/or increase in population who is in the labor force. As Table 8 depicts, there has been an augment in labor force and employment as well as a decline in the unemployment rate, until 2020 when the COVID pandemic has begun to stricken.

Table 7: Changes in Civilian Employment

Geography	2010	2019	Change	% Change
Baltimore County	411,816	427,632	15,816	3.84%
Maryland	2,903,595	3,098,870	195,275	6.73%
United States	141,833,331	158,758,794	16,925,463	11.93%

Source: U.S. Census Bureau.

Table 8: Labor Market Characteristics

Year	Baltimore County		Percent Unemployed		
	Civilian Labor Force	Total Employment	Baltimore County	Maryland	United States
2010	433,009	398,940	7.90%	7.50%	9.30%
2011	437,173	406,380	7.00%	6.70%	8.50%
2012	442,314	411,784	6.90%	6.60%	7.90%
2013	437,594	411,756	5.90%	5.70%	6.70%
2014	440,685	417,536	5.30%	5.10%	5.60%
2015	444,404	424,710	4.40%	4.30%	5.00%
2016	445,694	427,376	4.10%	3.90%	4.70%
2017	449,422	431,738	3.90%	3.80%	4.10%
2018	452,623	436,469	3.60%	3.40%	3.90%
2019	462,250	448,170	3.00%	3.00%	3.50%
2020	439,408	410,811	6.50%	6.70%	6.70%

Source: U.S. Bureau of Labor Statistics.

LARGEST PRIVATE EMPLOYERS

Among total 540,482 jobs, 50,320 were from the 32 largest private employers (200 or more jobs) that are headquartered or have establishments in Baltimore County. Table 9 on the next page presents those 32 employers based on available information on current employment levels (as voluntary self-reported), according to the County's Department of Economic and Workforce Development.

Furthermore, jobs are mainly located in the County's employment centers in White Marsh-Middle River, Owings Mills, UMBC-Southwest, Towson, and the Hunt Valley I-83 corridor. Those employment producers reflect the industry type of the County: professional and service-oriented, which specifically are healthcare, finance, higher education, light manufacturing, biotechnology, and defense.



Table 9: The Largest Private Employers

Company Name	Employees	Business
Community College of Baltimore County	4,184	Community College
MedStar Franklin Square Hospital	3,900	Hospital
T. Rowe Price	3,764	Financial services
Greater Baltimore Medical Center	3,742	Hospital
Towson University	3,433	University
University of Maryland St. Joseph Medical Center	2,611	Hospital
McCormick and Company, Inc.	2,455	Manufacturing
CareFirst BlueCross BlueShield	2,220	Healthcare insurance provider
University of Maryland, Baltimore County	2,217	University
Sheppard Pratt Health Systems	1,918	Hospital
BD Life Sciences, Diagnostic Systems	1,900	Microbiology, medical and diagnostic equipment
LifeBridge Health/Northwest Hospital Center	1,695	Hospital
Stanley Black and Decker	1,600	Power tools, small appliances
Lockheed Martin	1,519	Aerospace, defense and information technology
Textron (formerly AAI)	1,500	Defense
United Parcel Service (UPS)	1,140	Freight and logistics
Stevenson University	1,094	University
Verizon—Maryland	978	Telecommunications (finance and billing)
Coty (formerly Procter and Gamble Beauty)	940	Cosmetic manufacturing
Bank of America	841	Credit card center and financial services
Quest Diagnostics	768	Medical laboratories
Goucher College	774	University
Stella Maris	700	Healthcare
Whiting Turner	900	General building contractor
Tessco Technologies	668	Communications equipment
Element Fleet Management (formerly PHH)	600	Corporate vehicle-fleet management
General Dynamics Information Technology (GDIT)	600	Medical software
KCI Technologies	400	Engineering
Pharmaceutics International, Inc.	350	Pharmaceutical formulation
MarquipWard United	350	High-speed manufacturing equipment
U.S. Filter—Pall Corporation	285	Filtration devices
General Motors Baltimore Operations	274	Vehicle and hybrid transmissions

Source: Baltimore County Department of Economic and Workforce Development, September 2020.

LARGEST TAXPAYERS

Table 10 sets forth the County's 10 largest taxpayers in respect to ad valorem property taxes, the assessed valuation of property owned by each taxpayer and the taxes levied by the County against each taxpayer during FY2020.

**Table 10: Largest Taxpayers in FY2020**

Name of Taxpayer	Total Assessed Valuation (\$)	Total County Tax (\$) *
1 BGE.	1,305,652,610	35,763,382
2 Trade Point Atlantic LLC	2,101,554,115	21,903,279
3 Verizon	254,040,180	6,986,105
4 Amazon	160,826,750	4,422,736
5 TRP Suburban	226,652,703	3,385,813
6 Comcast	113,461,980	3,120,204
7 Home Properties	268,742,863	2,965,750
8 Merritt Management Corp	215,660,629	2,329,507
9 Towson Town Center	268,947,400	2,203,067
10 Walmart	168,095,639	2,152,562

Source: Baltimore County Office of Budget and Finance.

The information set forth above was compiled from tax rolls on which the names of owners are not always recorded in the same manner. Data represent only County tax levied on assessed value of real and personal property but do not include State taxes or any other taxes or charges.

HOUSING MARKET OVERVIEW

Table 11 shows that it is evident that Baltimore County maintains a strong housing market and meanwhile provides relatively affordable housing for its residents. The data serve as multiple indicators, compellingly demonstrating that the County continues to be a desirable place to reside and raise families. The decline in the active listing and closed sales may be consequences from the COVID pandemic impact. However, the median sold price and average sold price as a percentage of average listing price continued to increase. Meanwhile, the average days on market decreased during the same period.

Table 11: Housing Market Statistics, June 2017 to June 2020

Data Type	June 2017	June 2018	June 2019	June 2020	Change in 3 Years	
					Absolute	Percent
Active Listing	2,689	2,298	2,306	1,160	-1,529	-56.86%
Median Sold Price (\$)	249,900	249,000	260,000	275,000	25,100	10.04%
Closed Sales	1,215	1,138	1,044	1,033	-182	-14.98%
Average Days on Market	44	33	31	35	-9	-20.45%
Average Sold Price as a Percentage of Average List Price	96.40%	97.20%	98.28%	98.66%	2.26%	2.34%

Source: Real Estate Business Intelligence.



GOVERNMENT

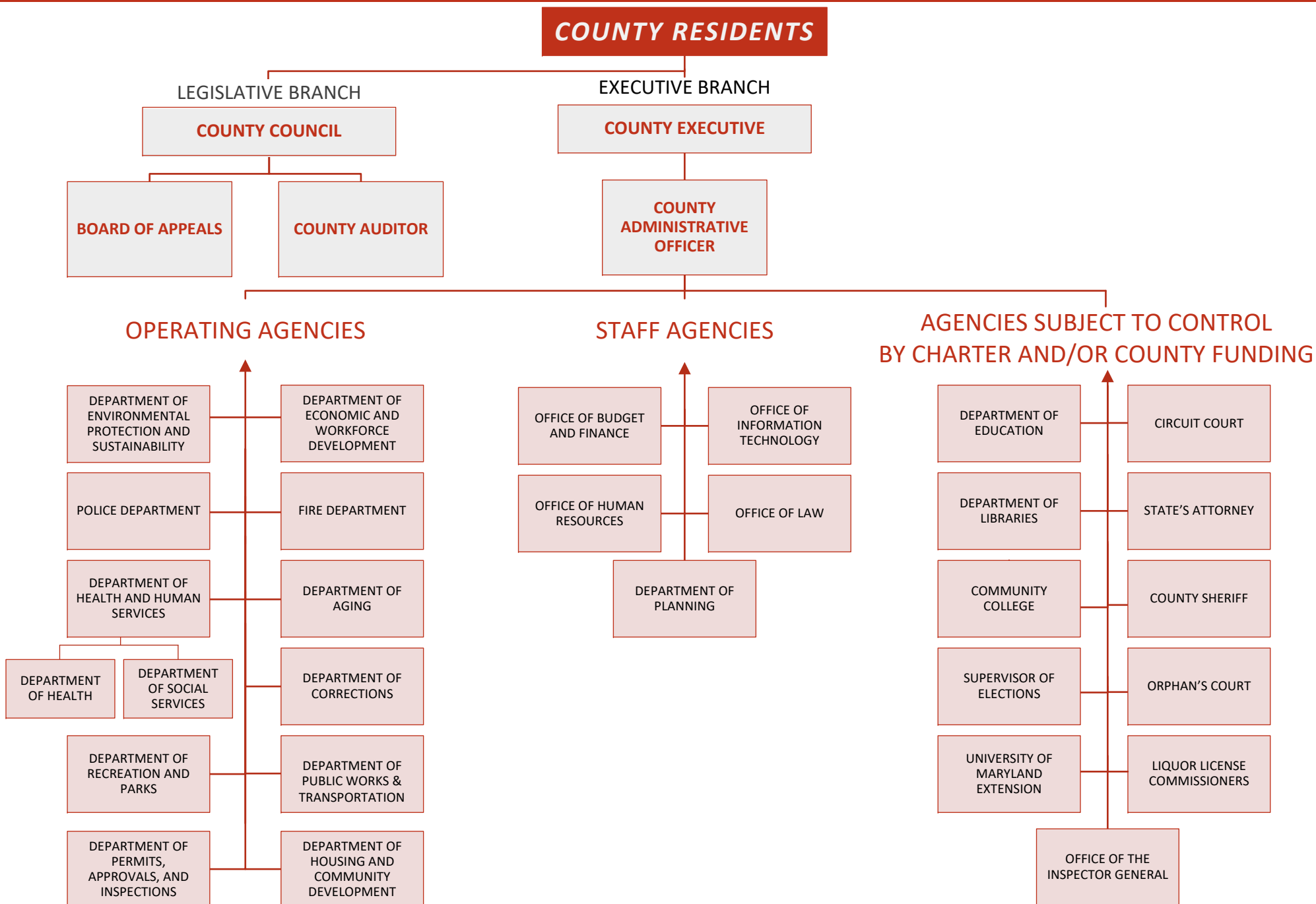
The County's seat of government is located in Towson, MD. Baltimore County performs all local governmental functions within its jurisdiction, as there are no incorporated towns, villages, municipalities or other political subdivisions with separate taxing authority. The legal origin of Baltimore County is not known, but it was in existence by January 12, 1659/60 when a writ was issued to the sheriff of the county. The County name was derived from the name of the 1st Lord Baltimore George Calvert's barony in Ireland. Under home rule charter since 1957, an elected County Executive and a seven-member County Council, with each serving separate executive and legislative functions, govern the County.

The County Council members are elected from each of seven contiguous and equally populated council districts. The County Executive (elected countywide) and the County Council serve contemporaneous four-year terms in office with the current term ending in December 2022. There is no term limitation for Council members. However, the Executive may only serve two consecutive terms in office.

Each member of the County Council has one vote, and a simple majority of the County Council is sufficient to pass legislation in the absence of higher voting requirements. Emergency bills require the vote of five members of the County Council, as do County Council actions to override a veto by the County Executive. The citizens of Baltimore County may petition to referendum any law or any appropriation increase approved by the Council.

SELECT COUNTY GOVERNMENT STATISTICS

<u>Fire Protection</u>		<u>Police Protection</u>	
Number of stations - Volunteer	29	Number of precinct stations	10
Number of stations - Career	25	Number of ancillary facilities	14
Number of sworn personnel	1,088	Number of sworn personnel	1,961
<u>Health and Human Services</u>		<u>Culture and Leisure</u>	
Number of senior centers	20	Park, Open Space & Recreation acreage	17,974
Number of health centers	8	Number of recreation centers	206
<u>Education</u>		Nature/Interpretive Centers	7
Number of Schools, Centers & Programs	175		
Number of school professional staff	9,671		
Number of students (Projected 2018-2019 school year)	116,118		





LIST OF PRINCIPAL OFFICIALS JULY, 2021

County Executive	John A. Olszewski, Jr.	410-887-2450
County Council	Tom Quirk, 1st. District	410-887-0896
	Izzy Patoka, 2nd. District	410-887-3385
	Wade Kach, 3rd. District	410-887-3387
	Julian E. Jones, Jr., 4th. District, Chair	410-887-3389
	David Marks, 5th. District	410-887-3384
	Cathy Bevins, 6th. District	410-887-3388
	Todd K. Crandell, 7th. District	410-887-3383
Administrative Officials		
County Administrative Officer	Stacy L. Rodgers	410-887-2460
Director of Budget & Finance	Edward P. Blades	410-887-3313
County Attorney	James R. Benjamin Jr.	410-887-4420
County Auditor	Lauren Smelkinson	410-887-3193
Director of Public Works & Transportation	D'Andrea L. Walker (Acting)	410-887-3300
Chief of Police	Melissa Hyatt	410-887-2214
Fire Chief	Joanne Rund	410-887-4500
Director of Corrections	Gail M. Watts	410-512-3200
Director of Aging	Laura Riley	410-887-2109
Director of Economic and Workforce Development	Leonard Howie	410-887-8000
Director of Environmental Protection and Sustainability	David V. Lykens	410-887-3733
Director of Information Technology	Rob O'Connor	410-887-2441
Director of Health and Human Services	Dr. Gregory Wm. Branch	410-887-2243
Director of Housing and Community Development	Terry Hickey	410-887-8383
Director of Permits, Approvals and Inspections	C. Pete Gutwald	410-887-3353
Director of Human Resources	Rhoda Benjamin	410-887-3135
Director of Planning	Stephen Lafferty	410-887-3211
Director of Recreation and Parks	Roslyn Johnson	410-887-3871
Superintendent of Schools (Interim)	Dr. Darryl L. Williams	443-809-4554
President of the Community College	Dr. Sandra L. Kurtinitis	443-840-1015
Director of Libraries	Sonia Alcántara-Antoine	410-887-6121
State Charter Agencies		
Chief Judge of the Circuit Court	Ruth Ann Jakubowski	410-887-6510
Chief Judge of the Orphans Court	William R. Evans	410-887-6516
County Sheriff	R. Jay Fisher	410-887-3151
States' Attorney	Scott D. Shellenberger	410-887-6600



BALTIMORE COUNTY, MARYLAND

COUNTY GOVERNMENT

EXECUTIVE BRANCH

County Executive

Serving a term of four years for a maximum of two consecutive terms, the County Executive is the chief executive officer of the County and the official head of the County government.

County Administrative Officer

Appointed by the County Executive, the County Administrative Officer oversees the daily operations of the County government.

Office of Government Reforms and Strategic Initiatives

Leads efforts to modernize operations, improve transparency, and implement programmatic and policy initiatives to support an innovative, connected and responsive government.

LEGISLATIVE BRANCH

County Council

Composed of seven members, one from each councilmanic district, serving four-year terms, the County Council is vested with all the law making powers of the County.

County Auditor

A certified public accountant appointed by the County Council, the County Auditor is responsible for preparing and analyzing information for the County Council, preparing reports on internal accounting control, administrative and operating practices and procedures for submission to the County Council and County Executive, and performs other duties as assigned by the County Council.

Board of Appeals

Consisting of seven members serving staggered three year terms and appointed by the County Council, the Board of Appeals meets in panels of three to conduct hearings and make decisions on appeals relating to zoning decisions, disability retirement cases, building permits, code violations, Animal Hearing Board, and other matters provided by statute.

INDEPENDENT OFFICES AGENCIES SUBJECT TO CONTROL BY CHARTER OR COUNTY FUNDING

Office of the Inspector General

This office would have autonomy from the County Executive and County Council. Headed by an Executive Director appointed by the County Executive and confirmed by a County Council vote of majority plus one, provide increased accountability and oversight of County government by working to identify any fraud, abuse, or illegal acts.

OPERATING AGENCIES

Department of Environmental Protection and Sustainability

The Department is responsible for administering and enforcing environmental laws, regulations, programs, and activities for the purpose of conserving, enhancing and perpetuating the natural resources of the County. The sustainability



component was added in 2011 and is responsible for a number of resource management programs including forest sustainability (forest assessments and management plans for County forestlands, reforestation and urban tree planting programs including the Growing Home Campaign, Tree-Mendous Maryland, and Big Trees), environmental education including Green Schools, County energy grant coordination, a Sustainability Network and intergovernmental coordination for reservoir, coastal zone, and Master Plan policy. The Department is also responsible for compliance with State and federal stormwater runoff regulations.

Department of Economic and Workforce Development

The Department's responsibilities include the promotion of an economic development program, especially the solicitation of new business and investment, as well as other activities necessary to reach that goal. In 2011, the Office of Workforce Development became part of Economic Development. The new bureau provides training, career consultation and job placement services to unemployed and underemployed County residents so they can meet the County's workforce needs and obtain and retain long-term employment with good wages and benefits.

Police Department

Under the direction of the Chief of Police, the Department has the general duty to safeguard the lives and safety of all persons within the County, to protect property, and to assist in securing to all persons the equal protection of the laws. It is divided into 10 precincts with its headquarters located in Towson. The Department also maintains a K9 training center, a marine unit, an aviation unit, and a crime laboratory.

Fire Department

Under the direction of the Chief, the Fire Department is responsible for the protection of persons and property in Baltimore County. It is composed of 25 Career and 28 volunteer companies. The Department's advanced life support medic units and several fire engines staffed with paramedics are equipped to provide emergency cardiac rescue services. The Department also has responsibility for the Emergency Operations Center and provides for response to natural and man-made disasters.

Health Department

The Health Department's responsibilities include the oversight and enforcement of such laws governing Health and Sanitation, Animals, Day Nurseries, Behavioral Health, and other areas in preserving the well-being of the County. The Department operates eight health centers in the County. Beginning in August 2011, the Department of Health has operated alongside the Department of Social Services under the umbrella of the County Department of Health and Human Services.

Department of Housing and Community Development

The Department of Housing and Community Development, which was created with the FY 2022 budget, promotes adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination for low income residents of Baltimore County. The services offered by the Department help participants strengthen their families, improve their skills, education and economic status, and ultimately reduce their dependence on government programs.

Department of Aging

The Department is responsible for coordinating and administering programs which address the special needs of persons 55 and older. It operates a network of 20 senior centers in the County.

Department of Recreation and Parks

The Department formulates and recommends plans and policies for public recreation and parks, the organization of Recreation Councils, and for comprehensive programming of public recreation and parks conducted in school recreation centers, parks, beaches, or other land or buildings.



Department of Corrections

The Department of Corrections operates the Detention Center for the detention of pre-trial and short-term sentenced individuals. Staff also operates the Home Detention program, and the Alternative Sentencing program.

Department of Permits, Approvals and Inspections

The Department of Permits, Approvals and Inspections consists of: Electrical Licenses and Regulation; Plumbing Licensing and Regulation; Development Processing; Code Inspection and Enforcement; and Permits and Licenses. The Department is also responsible for the acquisition of all property and property easements for the County through the Real Estate Compliance Division.

Department of Public Works & Transportation

The Department of Public Works and Transportation consists of the Office of the Director, the Bureau of Engineering and Construction, the Bureau of Highways and Equipment Maintenance, the Bureau of Solid Waste Management, the Bureau of Traffic Engineering and Transportation Planning and the Bureau of Utilities.

STAFF AGENCIES

Office of Budget and Finance

The Office is responsible for the administration of the financial affairs of the County. In addition, it is responsible for the study of the organization, methods and procedures of each agency of the County government. This Office consists of budget formulation, accounting, tax payer services, payroll processing for employees and retirees, investment and debt management, insurance administration, purchasing and disbursements, vehicle operations and maintenance, county property management and the 911 Central Communications Center.

Office of Information Technology

The Office is responsible for data processing and the management of information, implementation and maintenance of management information systems, planning and developing interdepartmental systems of record retention and retrieval, geographical information system, electronic services, and printing services.

Office of Human Resources

The Office is responsible for the administration and interpretation of policies and procedures governing all central government employees as set forth by law. There are four divisions of this Office: Employment, Classification and Compensation, Records Management, and Training. Effective in 2010, the Director of Human Resources also took on the responsibilities of the Labor Commissioner which was formally in the County Executive's office.

Office of Law

Administered by the County Attorney, the Office represents the County in civil actions and provides legal advice to the County Executive, the County Council, the County Administrative Officer, and all the offices, departments, commissions, boards and other agencies of the County. The Office of Law also collects delinquent taxes and monies due the County and handles State legislative relations and government affairs for the County.

Department of Planning

The Department is responsible for the preparation of the master plan for adoption by Planning Board and the County Council, recommending to the Director of Budget and Finance a six year Capital Program, reviewing and making recommendations on plans for all development in the County, recommending zoning map amendments to the County Council or the Board of Appeals, and administering Community Development Block Grant funds. Within Planning is also the Office of Administrative Hearings which serves as an independent, judicial body comprised of administrative law judges who hear cases and issue decisions on a variety of matters including, but not limited to, zoning, land use and related matters.



AGENCIES SUBJECT TO CONTROL BY CHARTER AND / OR COUNTY FUNDING

Department of Education

Overseen by an eleven member Board of Education and administered by a superintendent, the Department of Education is responsible for the overall operation of the County's 175 public schools. The majority of education funding is provided by Baltimore County with the balance derived from a combination of Federal, State, and other funds.

Circuit Court

The Circuit Courts are the highest common law courts of record and original jurisdiction in the State of Maryland. Baltimore County is in the Third Judicial Circuit of Maryland, which includes Baltimore County and Harford County. Although this is a State agency, Baltimore County provides all operating costs exclusive of the judges' salaries.

Baltimore County Public Libraries

Overseen by a Board of Library Trustees appointed by the County Executive and administered by a director accountable to the Board, the Department of Libraries provides general public library services to the County through its 19 branches.

State's Attorney

The State's Attorney's Office represents the State in all criminal matters in Baltimore County. It is a State agency fully funded by County government.

Department of Social Services

Under joint direction of the State Department of Human Services and the County Department of Health and Human Services, the Department of Social Services (DSS) administers and develops local social welfare activities, including assistance programs financed by the State or Federal government and social services undertaken by the County. Most direct social service payments as well as over 500 State employee salaries are funded by the State and therefore do not appear in this budget document. Since August 2011, DSS has operated alongside the Department of Health under the umbrella of the Department of Health and Human Services.

County Sheriff

The Sheriff's Office is responsible for transporting prisoners serving Grand Jury indictments, Clerk of the Circuit Courts summonses and writs, security for all Circuit Court criminal cases, and security for the County Courts building.

Community College of Baltimore County

The Community College of Baltimore County makes up the largest community college system in the State of Maryland with campuses at Catonsville, Essex, Dundalk, and various centers throughout the County. The College offers a broad array of general education, career programs, and training related to economic and community development activities.

Orphan's Court

The Orphan's Court is a court of special limited jurisdiction that has the full power to direct the conduct and accounting of intestate estates, secure the rights of orphans and legatees, and administer justice in all matters relating to the affairs of deceased persons. In addition to three elected judges, the Court is served by the Register of Wills, a State official who also serves as clerk and recorder, and six appraisers.

Board of Elections

Consisting of three regular members and two substitute members appointed for a term of four years by the Governor of Maryland with the advice and consent of the Senate, the Board oversees voter registration and conducts elections in Baltimore County.



Board of Liquor License Commissioners

Appointed by the County Executive, the Commission investigates and processes all new and transferred liquor license applications, reviews and approves the issuance of all special (one-day) licenses, and investigates all police reports and public complaints of liquor law violations.

University of Maryland Extension

Part of the Agricultural Extension Service of the University of Maryland, coop agents operate three programs: Agricultural and Natural Resources; Home Economics; and 4-H Youth Development.





FINANCIAL POLICIES AND GUIDELINES

Baltimore County's financial guidelines, outlined below, set forth the basic framework for the development of the FY 2022 Budget. These guidelines provide direction for evaluating both current activities and proposals for future programs. Many of the guidelines represent long-standing principles and practices that have shaped County budgets in the past and have helped maintain its financial stability. All of the guidelines are reviewed annually.

OPERATING BUDGET

1. The growth in the General Fund Operating Budget should not exceed the growth in personal income for Baltimore County. The Spending Affordability Committee's projected growth for FY 2022 is 3.86%, derived from a 4-year average.
2. The County will maintain a budgetary control system to ensure adherence to the budget and will prepare midyear reports comparing actual revenues and expenditures to budgeted amounts.
3. The County will emphasize efforts to reduce major cost centers such as health care, utilities, and worker's compensation claims.
4. The County will try to pay for current expenses with current revenues with little reliance on one-time resources. Current expenses may exceed current revenues in order to fund one-time items such as appropriations to the Revenue Stabilization Reserve Account (RSRA) or for Capital budget support.
5. The County will maintain a relatively stable level of inflation-adjusted expenditures per capita.
6. The County will utilize multi-year forecasts to evaluate the impact of budget decisions.

REVENUE

1. The County will try to maintain a diversified and stable revenue system to shelter it from short-term fluctuations in any one revenue source.
2. The County will follow an aggressive policy of collecting revenues.
3. The County will establish user charges and fees at a level related to the full cost of providing the service. These fees/charges will be reviewed annually.

INVESTMENTS

1. The County will invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the County and conforming to all state and local statutes governing the investment of public funds.
2. The County's investment officials shall use the "prudent person" standard in the context of managing an overall portfolio, considering the probable safety of their capital as well



as the probable income to be derived. The County will not borrow funds for the express purpose of investing those funds.

3. The County will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and government agencies; authorized pools and money market funds, no more than 50% of the County's total investment portfolio will be invested in a single security type.
4. To the extent possible, the County will attempt to match investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the County will not directly invest in securities maturing more than one year from the date of purchase. However, the County may collateralize its repurchase agreements using longer investments not to exceed 30 years to maturity. Reserve funds may be invested in securities exceeding one year if the maturity of such investments are made to coincide as nearly as practicable with the expected use of the funds.
5. Regarding suitable investments, the County's investments will conform without exception to Section 17-101 of the Local Government Article and Section 6-222 of the State Finance and Procurement Article of the Annotated Code of Maryland.
6. The investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the County's investment risk constraints and cash flow needs.
7. The County will maintain a system of adequate internal controls to assure compliance with the investment program policy and procedures. On a regular basis the investment policy will be reviewed by the Director of Budget & Finance and the County Administrative Officer with any modifications made thereto approved by the County Council.

DEBT SERVICE

1. The County will seek to maintain its Triple-A bond rating by establishing maximum debt ratios, a limit above which it will not issue additional debt, but would decrease capital spending or increase Pay-As-You-Go (PAYGO) financing, in order to control the future debt service burden.
2. The County will update its debt affordability study each year in conjunction with its capital budget process. The study helps the County monitor its debt position and compliance with debt policies.
3. The County will not use short-term borrowing to finance operating budget requirements. The County has never issued tax or revenue anticipation notes.
4. The County does not intend to have any fixed rate bond anticipation notes outstanding for a period of longer than two years.
5. The County will maintain a Debt to Full Value ratio in the range of 2.2% to 2.5% Debt to Personal Income ratio in the range of 3.3% to 3.6% and debt per capita in the range of \$2,300 to \$2,600.
6. The County will maintain a Debt Service to Revenues ratio in the range of 8.5% to 9.5%.
7. The County will ensure that the rapidity of debt repayment on new net tax-supported debt does not fall below 25% retired in 5 years and 50% retired in 10 years. The County currently retires 38.0% of net tax-supported debt, excluding pension funding bonds, in 5 years and 69.0% in 10 years.



8. The County will budget contributions to PAYGO financing of the Capital Budget in each fiscal year. The County has used PAYGO financing since 1964. The County's contributions to PAYGO financing are as follows for recent fiscal years:

<u>Fiscal Year</u>	<u>PAYGO Amount (In Millions)</u>	<u>Fiscal Year</u>	<u>PAYGO Amount (In Millions)</u>
1992	\$1.1	2008	146.9
1993	1.1	2009	138.5
1994	9.4	2010	33.1
1995	4.4	2011	2.6
1996	1.2	2012	.6
1997	20.3	2013	12.9
1998	40.4	2014*	67.1
1999	93.9	2015	91.3
2000	121.6	2016	123.3
2001	110.3	2017	127.4
2002	65.7	2018	31.5
2003	1.0	2019	42.1
2004	3.0	2020	65.7
2005	45.3	2021	25.1
2006	112.3	2022	74.1
2007	129.9		

*Prior to FY 2014, PAYGO included only General Funds. Effective FY 2014 PAYGO includes General Funds, Stormwater Management Funds, Debt Premium, Sale of Property, Agricultural Preservation Tax revenues, Stormwater and Reforestation Waiver fees, and LOS waiver fees.

9. The County will maintain the self-supporting status of the Metropolitan District operations.

FUND BALANCE

1. To protect the County from unforeseen emergencies and future economic downturns, the County took the fiscally prudent step of raising its target level for unreserved General Fund balances. Effective July 1, 2018, the County increased the Revenue Stabilization Reserve Account level from 5% of the General Fund budgeted revenues to 10% of General Fund budgeted revenues with limited access for withdrawals.
2. The County will ensure that the ratio of fund balance to revenues does not fall to the floor level of 7% for two consecutive years.
3. The County will insure that any unreserved fund balance in excess of the target level of revenues will be retained to provide only short-term tax stabilization. Excess reserves well above the target level will be eliminated through dedicated one-time items such as PAYGO contributions in order to reduce the level of programmed borrowing in support of the Capital Budget.



BUDGETARY PROCEDURE

The formulation of the County's budget is the responsibility of the Director of Budget and Finance who is subject to the supervision of the County Administrative Officer. It is the Administrative Officer who serves as the Chief Fiscal Officer for the County. In addition to formulating the budget, the Director is responsible for the study of the organization, methods and procedures of each office, department, board, commission, institution and agency of the County government; the submission to the County Administrative Officer of periodic reports on their efficiency and economy; and such other duties and functions as may be assigned by the County Administrative Officer.

PROPOSAL OF BUDGET

The Operating Budget, which in accordance with the Baltimore County Charter must be balanced, is prepared and submitted for approval to the County Executive by the County Administrative Officer and is based upon estimated revenues and expenditures of operations for the ensuing fiscal year.

In the fall of each year, revenues are estimated for the entire County by the Office of Budget and Finance. At this time, agencies submit their projected fixed costs for the upcoming fiscal year as well as first and second quarter budget projections to assist in the development of the upcoming fiscal year budget. Meetings are held between each agency and the Office of Budget and Finance to formalize the details and format for upcoming budget submissions. These meetings continue to be held throughout January and February to finalize agency budget requests and provide opportunities to identify any potential outside funding sources for initiatives that cannot fit within available general funds. Each agency is then provided with the opportunity to present its budget to the County Executive.

The County Executive, after approving the budget, submits the budget along with a State of the County address, referred to as the *Budget Message*, to the County Council in mid-April (75 days before the Fiscal Year). In addition to a summary of the budget, the Message indicates any major changes in financial policy and in expenditures, appropriations and revenues as compared with the fiscal year then ending, as well as the reasons for such changes. With respect to the Capital Budget, the Budget Message includes an explanation of changes made by the County Executive in the Capital Program recommended by the Baltimore County Planning Board. The two-year cycles of the Capital Budget began in FY 1994.

The Planning Board, which provides input from the community and neighborhood perspective, is charged with the responsibility of recommending a Capital Improvement Program (CIP) to the County Executive. The Board hears testimony from each of the County agencies who have capital budget requests. In even calendar years, the Planning Board makes recommendations for the amount of allocation of the bond referendum by programming funds for the appropriate two fiscal years, the budget year, and the rest of the capital program. In odd



calendar years, the Planning Board reviews requests for changes to the budget and program due to emergencies or other compelling reasons. Nothing precludes the Planning Board from making major changes to the budget and the program in the odd calendar years. However, the most recently passed referendum provides a fiscal parameter and the previous capital improvement program provides a guideline for capital project scheduling. The County Executive is free to change the CIP recommended by the Board, but any change must be pointed out to the County Council in the Executive's Budget Message. For further information on the Capital Budget procedure, please see the Capital Budget Section.

Helping direct the Planning Board in their work is the County's Master Plan. Every ten years, the Department of Planning works with a wide variety of stakeholders such as private citizens, elected officials and business groups to produce a master plan. The master plan contains policies that guide development throughout the county. Central to the way that the county has developed is the concept of delineating two distinct management areas – the urban area and the rural area. This concept manages growth in a manner that preserves important natural and agricultural resources and maximizes the efficiency of county revenues spent on transportation improvement, utilities, and other capital projects. An Urban Rural Demarcation Line (URDL) was established in 1967. Then, in 1979 two growth areas, Owings Mills and White Marsh, were created for focusing future development. In the past, master plans focused exclusively on land use issues such as zoning and transportation, but today it is widely recognized that land use issues are inseparable from many other issues such as education, public safety, social services, and economic development. The current master plan, Master Plan 2020, reflects this realization. County law requires a master plan be adopted or updated at least every ten years. Due to changing circumstances, the plan is periodically updated to reflect new information as it become available.

Unlike the Master Plan and its impact on the Capital Budget, Baltimore County does not have a formal, comprehensive multi-year plan for the Operating Budget. The Public School System does have a formal plan, required by State law, but it is not fully binding on the local government. The Plan and Annual Updates are completed in June, reviewed by a panel of citizen stakeholder groups, submitted to the County Executive for comments, and then filed with the State Superintendent of Schools.

Also considered during the development of the Operating Budget is the work of the Spending Affordability Committee (SAC). The Committee consists of 5 members, 3 of whom are members of the County Council. The remaining members may be from an area of specialty, such as finance, organized labor, etc. The Chairman of the County Council appoints the SAC members and may appoint an advisory committee of citizens to assist the Committee. On or before February 15 in each year, the Committee submits to the County Council and the County Executive a report with recommendations on fiscal goals of growth in the County Budget to a level that does not exceed the rate of growth of the County's economy. The Committee has adopted personal income growth as its gauge of economic growth. The Committee identifies expenditures in the current year General Fund Budget (certain intergovernmental aid, PAYGO, appropriations to reserves, and other adjustments considered non-recurring in nature) that



should be excluded from the “base” spending level. Then, the base spending level is multiplied by the personal income growth factor in order to determine the estimated spending limit for the upcoming fiscal year. The County Executive is free to propose a budget that exceeds that spending limit. However, since FY 1991 when the law was established, no County Executive has exceeded that level.

ADOPTION OF BUDGET

The County Council may decrease or delete any items in the Budget except those required by the public general laws of the State of Maryland and except any provision for debt service on obligations then outstanding or for estimated cash deficits. The County Council has no power to change the form of the Budget as submitted by the County Executive, to alter the revenue estimates (except to correct mathematical errors), or to increase any expenditure recommended by the County Executive for operating or capital purposes. The Budget must be adopted by the affirmative vote of not less than four members of the County Council by June 1st. If the County Council fails to do so, the proposed budget submitted by the County Executive stands adopted.

In its deliberations over the proposed budget, the Council will consider the recommendations of the Spending Affordability Committee (SAC). If the Council decides to adopt a budget that exceeds the SAC recommendations, then it must explain its rationale for exceeding the recommendations. The Council also holds a public hearing each year to obtain citizen input on the proposed budget and any related tax legislation. In addition, open meetings are held with department directors to discuss their budgets and potential reductions.

FISCAL YEAR 2022 BUDGET FORMULATION SCHEDULE

October 18, 2020	Planning Board Citizen Input Meeting on Capital Budget
December 2020	Issue FY 2022 Operating Budget Targets to Agencies
January 10, 2021	Operating Budget Request Due from Agencies
January 15, 2021	County Executive Addresses Planning Board
February 15, 2021	Spending Affordability Report Released
January 10 – February 12, 2021	Executive’s Budget Meetings with Citizen Groups
January 29 – April 13 , 2021	Budget Analysis and Review with Administrative Officer and County Executive
April 15, 2021	Executive Delivers Annual Budget Message & State of the County
April 28 - May 21, 2021	Council Work Sessions on the Budget
April 2021	County Council Public Hearing on Proposed Budget
May 28, 2021	County Council Adopts FY 2021 Budget
July 1, 2021	FY 2022 Budget Year Begins
July – October 2021	Budget Monitoring



AMENDING THE BUDGET

Transfers of funds from the Operating Budget to the Capital Budget or between specific projects contained in the Capital Budget may be authorized by the County Administrative Officer only with the approval of the County Executive, and at least four members of the County Council. The Administrative Officer may authorize operating budget inter-program transfers of no more than 10% of either program's budget. However, transfers greater than 10% or transfers between agencies require approval by the County Executive and at least four members of the County Council. Inter-agency transfers may be made during the last quarter of the fiscal year.

To meet a public emergency affecting life, health or property, the County Council may, by ordinance, make emergency appropriations from contingent funds, from revenues received from anticipated sources but in excess of the budget estimates, or from revenues received from sources not anticipated in the budget for the current fiscal year.

REVENUE STABILIZATION RESERVE ACCOUNT

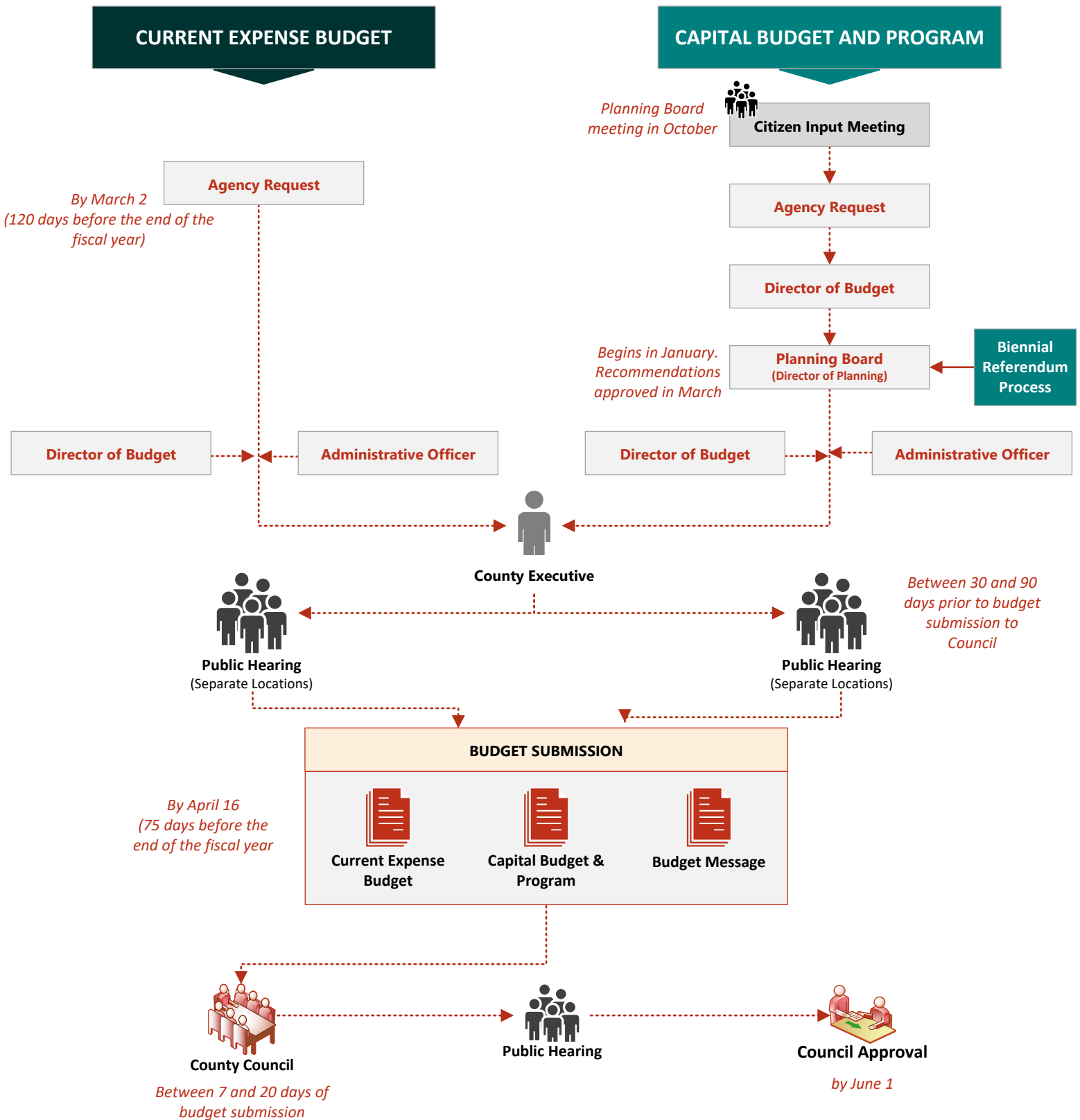
The Revenue Stabilization Reserve Account (RSRA) has been established within the General fund as a hedge against major revenue shortfalls or other fiscal emergencies. It is an ongoing account that does not lapse at the end of each fiscal year.

At the close of any fiscal year, the Director of Budget and Finance must transfer to the RSRA any unexpended and unencumbered appropriations plus any revenues in excess of budget estimates so as to reach 10% of budgeted revenues. However, if the balance in the RSRA equals or exceeds 10% of the General Fund revenue budget, the Director cannot transfer funds in excess of 10% except upon the approval of the County Executive and the County Council. If a deficit, due to a revenue shortfall, exists in the General Fund at the close of any fiscal year, the Director must notify the County Executive and the County Council of the deficit and request a transfer of funds from the RSRA. The sum to be transferred to the appropriate revenue account may not exceed the amount of the deficit. Beginning in June 2001, the Director must also transfer to the RSRA an amount equivalent to the investment income earned by the Account during the preceding fiscal year.

Funds in the account may not be utilized for any other purpose without the specific recommendation of the County Executive and the approval of a majority plus one (5 of 7 members) of the County.



Baltimore County's Budgeting Process





BUDGET BASIS

The fiscal year of the county government begins on July 1 and ends on June 30. All unexpended and unencumbered appropriations in the General Fund and the Liquor License Fund, remaining at the end of the fiscal year shall lapse into their respective fund accounts in the County treasury. Appropriations in other operating budget funds, such as the Gift and Grants Fund and the Economic Development Loan Fund, do not lapse at the end of a fiscal year. Appropriations to capital projects do not lapse until the project is completed or it is abandoned. Any capital project stands abandoned if 3 fiscal years elapse without any expenditure or encumbrance.

Baltimore County budgets are prepared on the modified accrual basis of accounting and reflect encumbrance accounting. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, which is defined as when the revenues are both measurable and available. Property, service and income taxes, developers' assessments, interest income and various intergovernmental revenues comprise the significant revenues susceptible to accrual. Accrued service and income taxes relate solely to amounts held by or due to agents for the County as of year-end. Other accrued revenues represent measurable amounts related to current or prior periods, which will be received within sixty days. Real property taxes receivable greater than one year old and personal property taxes receivable greater than two years old are fully provided for in an allowance for uncollectible accounts. Licenses and permits, charges for services, fines and forfeitures and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

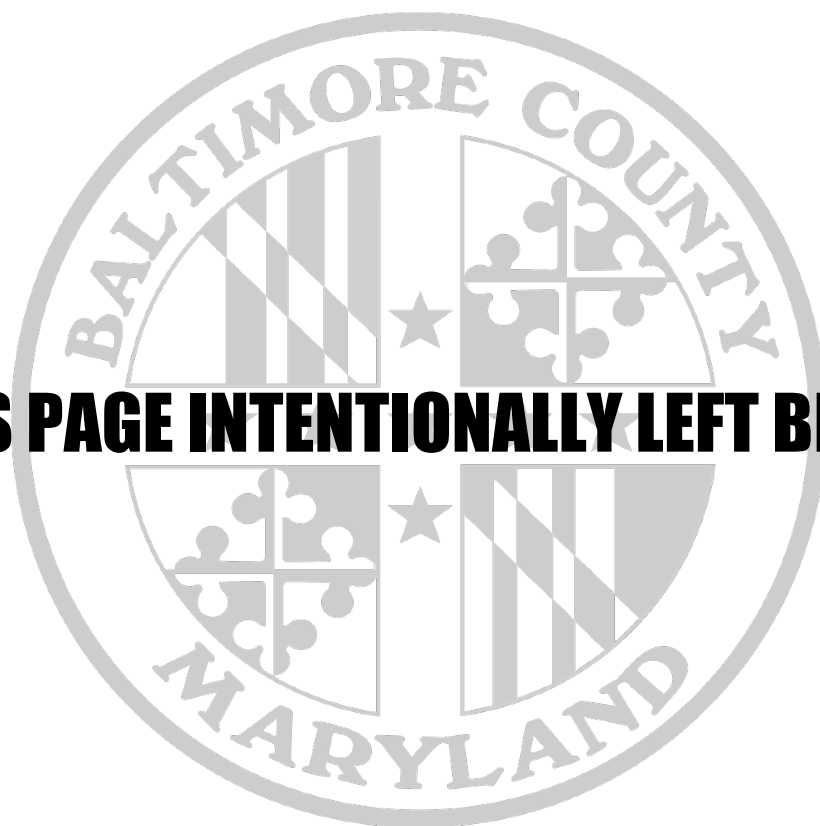
Encumbrance accounting is employed as an additional modification of the accrual basis of accounting. Purchase orders, contracts and other commitments for the expenditure of funds are recorded in order to reserve the portion of the applicable appropriation. Expenditures, other than principal and interest on long-term debt and employee annual vacation and sick leave, are recorded when the liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due. Expenditures for annual leave are recorded when paid.

The use of a system of encumbrances is one way that the County's budget basis differs from its accounting basis. The accounting basis adheres to Generally Accepted Accounting Principles (GAAP), which requires encumbrances outstanding at year-end to be reported as reservations of fund balances and not as expenditures. Encumbrances are reported with expenditures in all budgetary basis statements. Another GAAP adjustment not recorded in budgetary basis statements is the net change in the reserve for inventories and impress funds.

The modified accrual basis of accounting is used by the governmental funds, but the accrual basis of accounting is utilized by the proprietary funds. The measurement focus of these funds is the determination of net income and financial position. Baltimore County has implemented the Generally Accepted Accounting Principles adopted by the Governmental Accounting Standards Board. The County has elected not to implement private sector pronouncements that the Financial Accounting Standards Board issued after November 1989 for its proprietary fund types.

OPERATING BUDGET

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- **BUDGET SUMMARY OF REVENUES & EXPENDITURES - ALL FUNDS**
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- **SPECIAL FUND BUDGET OVERVIEW**
- **NON-COUNTY FUNDS OVERVIEW**
- **PROPRIETARY FUNDS OVERVIEW**
- **SPECIAL TAX DISTRICT**

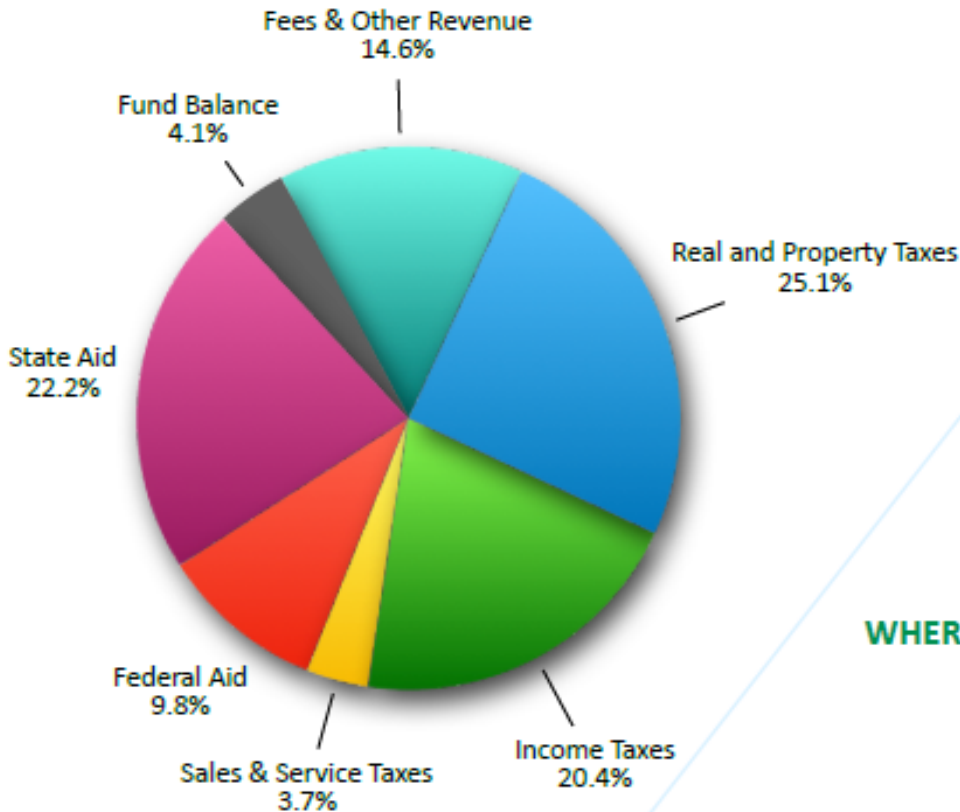


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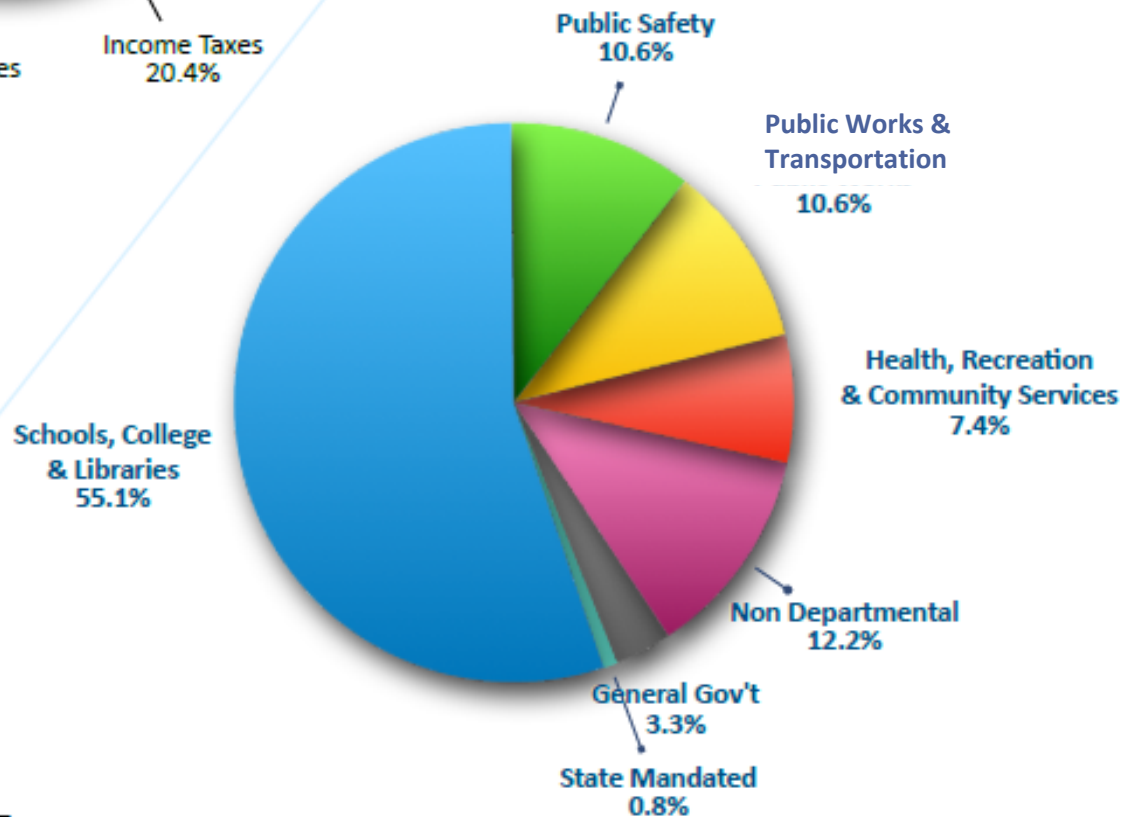


BALTIMORE COUNTY TOTAL FY 2022 OPERATING BUDGET AT A GLANCE

WHERE THE MONEY COMES FROM



WHERE THE MONEY GOES



TOTAL OPERATING BUDGET (EXCLUDING ENTERPRISE FUNDS)

General Fund	\$2,342,871,023
Special Fund	\$1,542,684,463
	<hr/>
	\$3,885,555,486



FY 2022 BUDGET SUMMARY - ALL FUNDS

	FY 2020 ACTUALS	FY 2021 ADJ APPROPRIATION	FY 2022 BUDGET
REVENUES AND OTHER FINANCING SOURCES			
REAL AND PERSONAL PROPERTY TAXES	1,013,000,196	1,046,559,492	1,072,947,439
INCOME TAXES	862,703,731	867,289,675	871,118,138
SALES & SERVICE TAXES	164,982,899	159,952,159	159,851,002
STATE GRANTS IN AID	33,912,724	33,940,008	33,564,802
GRANTS FROM THE FEDERAL GOVERNMENT	5,876,726	4,868,638	4,712,190
FEES AND OTHER REVENUE	1,684,504,801	2,054,068,461	2,040,730,798
APPROPRIATION FROM FUND	(107,543,159)	(19,784,085)	85,435,843
TOTAL SOURCES	\$3,657,437,918	\$4,146,894,348	\$4,268,360,212
EXPENDITURES			
DEPARTMENT OF EDUCATION	1,777,701,683	1,914,888,459	\$2,052,382,764
COMMUNITY COLLEGE OF BALTIMORE COUNTY	241,101,743	268,277,768	\$257,565,911
INSURANCE	86,318,086	144,221,244	\$148,837,746
DEBT SERVICE	128,025,518	130,887,861	\$131,714,264
POLICE DEPARTMENT	239,271,229	265,443,157	\$267,894,438
RETIREMENT & SOCIAL SECURITY	151,376,458	158,297,870	\$174,713,977
FIRE DEPARTMENT	105,702,577	111,938,644	\$115,335,534
HOUSING OFFICE	77,045,468	85,437,677	\$87,704,242
CONTRIBUTION TO CAPITAL BUDGET	30,250,808	21,643,530	\$53,209,245
DEPARTMENT OF HEALTH	61,675,059	99,831,733	\$122,464,736
DEPARTMENT OF LIBRARIES	39,677,553	43,138,734	\$43,579,216
DEPARTMENT OF CORRECTIONS	43,869,536	44,590,206	\$47,196,227
DEPARTMENT OF AGING	14,990,274	15,955,375	\$16,450,643
DEPARTMENT OF SOCIAL SERVICES	13,821,995	22,395,563	\$23,213,298
DEPARTMENT OF RECREATION & PARKS	13,575,758	15,873,574	\$18,462,928
EMERGENCY COMMUNICATIONS CENTER	14,871,771	17,171,096	\$20,661,137
DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT	14,520,720	11,795,860	\$12,120,133
ALL OTHER AGENCIES	603,641,682	773,976,709	\$674,853,773
TOTAL EXPENDITURES	\$3,657,437,918	\$4,145,765,060	\$4,268,360,212

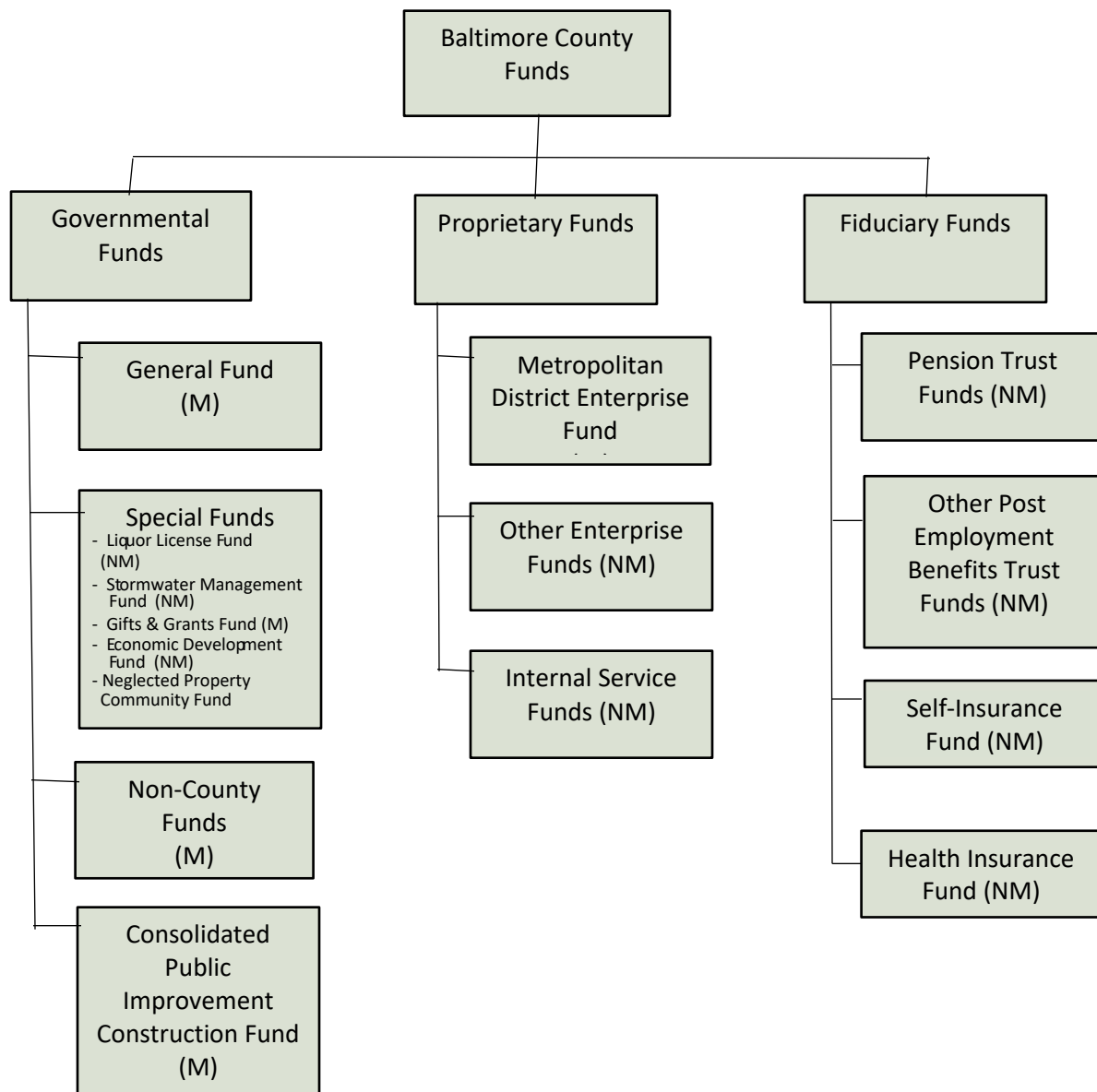
**** Debt Service and PAYGO funding included in the budgets of these components units is restated in this table as part of the general County programs.**

***** Does not include the fringe benefit cost of the component units.**



GOVERNMENT-WIDE FUND STRUCTURE

A fund is a fiscal and accounting entity with a self-balancing set of accounts that the County uses to keep track of specific sources of funding and spending for a particular purpose. The County's funds are divided into three categories – governmental, proprietary, and fiduciary – and use different budgeting approaches. Each category is composed of major (M) and non-major funds (NM). GASB Statement 34 states major fund reporting entails reporting the largest or most significant fund individually in their own columns, while reporting the smaller, less significant funds (non-major funds) together in a single column. Governments also may report other governmental funds that do not meet these criteria as major if they believe it is important to do so for the benefit of their report users.





Governmental Funds

Most of the County's basic services are reported in the governmental funds, which focuses on how money flows into and out of those funds and the balances left at year-end that are available for future spending. The General Fund and certain Special Funds are considered major funds and are included in the County's Operating Budget. The General Fund is the County's general operating fund. It is used to account for all financial resources except those required to be accounted for in another fund. Special Funds account for dedicated revenues and a number of gifts and grants awarded to the County that are not accounted for in another fund.

Non-County Funds are considered major and are reported in Government-wide comparisons because they must receive spending approval from the County Council. Yet, they are not included in Operating Budget comparisons because they do not pass through the County treasury. Instead, these state/federal grants, tuition, and fees are paid directly to the components units, i.e., Public School, Community College, and Library.

The Consolidated Public improvement Construction Fund is a major fund reported in the County's Capital Budget. The fund accounts for the acquisition or construction and related financing sources for capital facilities of the primary government and for capital contributions made to the County's component units for their capital facilities. Bond proceeds are recorded here, not in the General Fund.

Proprietary Funds

Certain activities of county government operated as an on-going business enterprise, supporting itself solely by charging its customers for the services provided and not limited by fiscal year constraints. These Proprietary Funds are divided into Enterprise Funds (services to outside customers) and Internal Service Funds (services to other agencies within the County). Enterprise Funds are included in government wide comparisons, but are not included in other budget totals because they are not subject to County Council appropriation. Internal Service Funds are not included separately in the government wide comparisons because their expenditures are already included in the appropriations of individual agencies.

The Metropolitan District Enterprise Fund is a major self-supporting enterprise fund which provides for the maintenance and operation of the water and sewer system. Prior to Fiscal Year 2002, this activity was treated as a Special Fund appropriation rather than an enterprise. Therefore, it is important to include it in government wide comparisons in order to maintain a historical perspective. Other Enterprise Funds from the Baltimore County Public Schools and the Community College of Baltimore County are considered non-major funds.

Internal Service Funds are not included in the County's Operating or Capital Budgets. These funds account for the operation of a motor pool of passenger vehicles and light duty trucks, a printing facility and a self-insurance program for workers' compensation; general and auto liability insurance; and employee health insurance. The funds are considered non-major.



Fiduciary Funds

The Operating Budget excludes fiduciary fund activities and balances because these assets are restricted in purpose and do not represent discretionary assets of the County to finance its operations.

The County is the trustee for its employees pension plans and the post employment healthcare benefits plan. The Pension Trust Funds account for the accumulation of assets to be used for pension benefit payments to qualified employees. The Other Post Employee Benefits (OPEB) Trust Fund accounts for the accumulation of assets to be used for healthcare and life insurance benefit payments to qualified retirees.

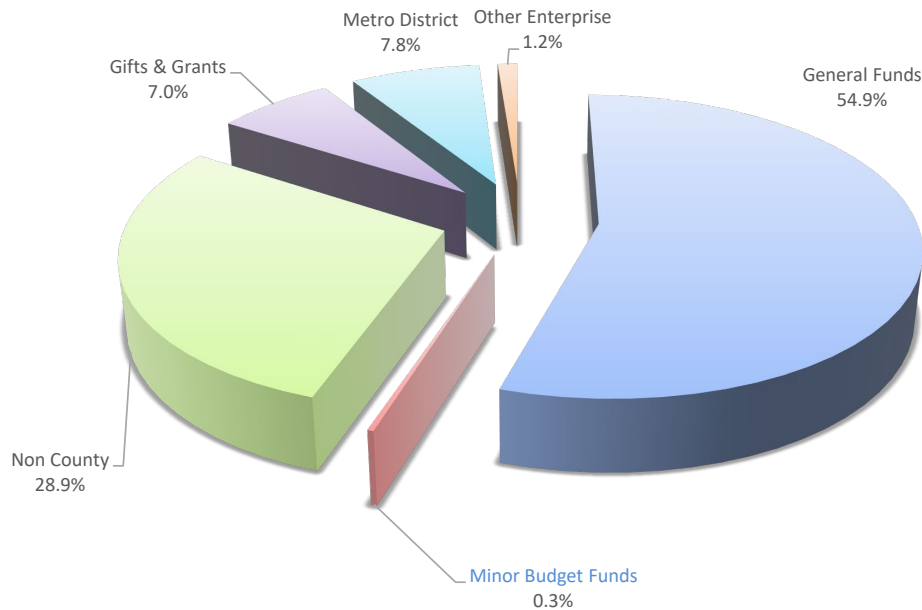
The Health Insurance and Self Insurance funds pay expenses related to health, property, workers compensation, automobile and general liability self-insurance for Baltimore County, component unit employees and County Property. The funds are considered non-major.





FY 2022 TOTAL GOVERNMENT-WIDE OPERATIONS BY FUND

The Operating Budget is supported by specific Governmental Funds and Proprietary Funds. The Governmental Funds include the General Fund, Special Funds, and Non-County Funds. Special Funds include the Liquor License Fund, the Gifts and Grants Fund, and the Economic Development Financing Fund. Proprietary Funds include the Metropolitan District Enterprise Fund, the School Food Service Fund, and the College Book Store Fund.



	ACTUAL FY 2020	REVISED FY 2021	BUDGET FY 2022
GOVERNMENTAL FUNDS			
General Fund	\$2,101,035,374	\$2,217,435,582	\$ 2,342,871,023
Special Funds			
Liquor License Fund	\$710,377	\$771,397	797,328
Gifts & Grants Fund	\$271,572,961	\$431,693,049	299,040,406
Stormwater Management Fund	-	-	-
Neglected Property Community Fund			2,000,000
Economic Development Fund	\$12,224,190	\$8,836,192	8,836,192
Non County Funds	998,249,278	1,140,708,217	1,232,010,537
TOTAL OPERATING FUNDS	3,383,792,180	3,799,444,437	3,885,555,486
PROPRIETARY FUNDS			
Metropolitan District Enterprise Fund	\$227,835,529	\$294,443,541	331,976,761
Other Enterprise Funds	45,810,209	53,006,370	50,827,965
TOTAL - ENTERPRISE FUNDS	273,645,738	347,449,911	382,804,726
TOTAL GOV-WIDE OPERATING FUNDS	\$ 3,657,437,918	\$ 4,146,894,348	\$ 4,268,360,212



FY 2022 BUDGET BY MAJOR EXPENDITURE CATEGORIES

AGENCY	PERSONNEL SERVICES	* FRINGE BENEFITS	OTHER OPERATING	LAND, BLDG & OTHER IMPROV.	INTEREST PAYMENTS	TOTAL
OFFICE OF COUNTY EXECUTIVE	1,006,471	0	77,927	0	0	1,084,398
CIRCUIT COURT	6,036,412	697,692	1,578,930	0	0	8,313,034
ORPHANS COURT	319,694	0	17,240	0	0	336,934
BOARD OF ELECTIONS	1,590,319	0	4,722,400	0	0	6,312,719
OFFICE OF BUDGET AND FINANCE	21,106,117	350	7,656,237	0	0	28,762,704
ADMINISTRATIVE OFFICER	3,088,449	0	330,250	1,500	0	3,420,199
DEPARTMENT OF CORRECTIONS	30,479,714	206,382	16,504,255	5,876	0	47,196,227
STATE'S ATTORNEY	10,408,075	235,904	809,189	0	0	11,453,168
VEHICLE OPERATIONS/MAINTENANCE	0	0	470,000	0	0	470,000
OFFICE OF LAW	6,144,934	0	274,469	0	0	6,419,403
DEPARTMENT OF PLANNING	2,913,238	0	110,675	0	0	3,023,913
OFFICE OF HUMAN RESOURCES	3,657,193	0	1,098,200	0	0	4,755,393
EMERGENCY COMMUNICATIONS CENTER	14,048,183	0	6,612,954	0	0	20,661,137
POLICE DEPARTMENT	223,415,015	1,197,753	35,704,280	7,577,390	0	267,894,438
FIRE DEPARTMENT	95,806,719	87,845	17,854,723	1,586,247	0	115,335,534
DEPARTMENT OF PERMITS, APPROVALS AND INSPECTIONS	11,339,505	0	3,372,410	0	0	14,711,915
COUNTY SHERIFF	5,816,034	300	505,726	0	0	6,322,060
BOARD OF LIQUOR LICENSE COMMISSIONERS	557,419	166,209	73,700	0	0	797,328
PROPERTY MANAGEMENT	13,862,476	31,025	24,287,141	317,000	0	38,497,642
DEPARTMENT OF HEALTH	43,641,801	8,010,380	69,830,214	982,341	0	122,464,736
DEPARTMENT OF SOCIAL SERVICES	11,173,598	2,179,389	9,727,243	133,068	0	23,213,298
COMMUNITY COLLEGE OF BALTIMORE COUNTY	115,358,427	28,263,582	98,622,996	1,397,742	13,923,164	257,565,911
DEPARTMENT OF AGING	8,735,680	1,962,836	5,752,127	0	0	16,450,643
DEPARTMENT OF EDUCATION	1,226,343,361	393,938,816	333,079,622	27,253,771	71,767,194	2,052,382,764
DEPARTMENT OF LIBRARIES	24,723,919	6,999,455	11,745,842	110,000	0	43,579,216
COOPERATIVE EXTENSION	82,058	0	192,550	0	0	274,608
DEPARTMENT OF RECREATION & PARKS	15,876,887	360,154	1,945,751	280,136	0	18,462,928
DEBT SERVICE	0	0	105,000	0	131,609,264	131,714,264
RETIREMENT & SOCIAL SECURITY	0	174,713,977	0	0	0	174,713,977
DEPT OF ENVIRONMENTAL PROTECTION AND SUSTAINABILITY	6,427,029	191,972	563,202	0	0	7,182,203
INSURANCE	0	141,050,935	7,786,811	0	0	148,837,746
RESERVE FOR CONTINGENCIES	0	0	2,500,000	0	0	2,500,000
COUNTY COUNCIL	2,539,868	0	233,218	15,000	0	2,788,086
COUNTY AUDITOR	1,717,403	0	45,200	1,000	0	1,763,603
BOARD OF APPEALS	246,231	0	19,115	0	0	265,346
DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT	1,914,475	167,018	10,038,640	0	0	12,120,133
LOCAL MANAGEMENT BOARD	297,377	106,918	2,193,055	1,500	0	2,598,850
HOUSING OFFICE	3,799,672	2,061,278	81,694,250	149,042	0	87,704,242
CONTRIBUTION TO CAPITAL BUDGET	0	0	0	53,209,245	0	53,209,245
ORGANIZATION CONTRIBUTIONS	0	0	6,269,459	0	0	6,269,459
LOCAL SHARE	0	0	10,371,555	0	0	10,371,555
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	2,970,197	747,939	7,692,064	0	0	11,410,200
OFFICE OF INFORMATION TECHNOLOGY	20,321,234	2,625	14,940,051	0	0	35,263,910
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION	60,397,071	444,823	252,577,558	20,529,452	118,332,540	452,281,444
OFFICE OF THE INSPECTOR GENERAL	337,294	0	16,700	0	0	353,994
WORKFORCE DEVELOPMENT	3,078,648	1,251,297	2,519,760	0	0	6,849,705
TOTAL	\$2,001,578,197	\$765,076,854	\$1,052,522,689	\$113,550,310	\$335,632,162	\$4,268,360,212

* Most fringe costs are centralized with no distribution of charges to individual agencies.



OPERATING BUDGET OVERVIEW

The FY 2022 General Fund budget is \$2,342,871,023, an increase of \$125.6 million or 5.7% over the FY 2021 adjusted budget. The FY 2022 budget has been submitted under the guideline established by the Spending Affordability Committee (SAC) by \$3.8 million. Under SAC guidelines, the budget (excluding capital / one-time items as well as matching funds for grants) could grow by 3.86%, derived from a 4-year average personal income growth rate. The FY 2022 budget Special Fund increases to an estimated \$1.9 billion. This accounts for a sizable infusion of external funding (including component units, i.e. public schools and community college) that is estimated in FY 2022 to assist the County in combating the COVID-19 public health crisis, including \$160 million in Federal funding from the American Rescue Plan Act. The Department of Health budget alone includes appropriations in the amount of \$28 million for estimated external appropriations for COVID-19.

The FY 2022 budget takes decisive and appropriate measures to right-size funding for commitments made to employees and includes sizable increases in one-time costs, including a \$70 million appropriation to the Other Post-Employment Benefits (OPEB) trust fund, more than double the FY 2021 submitted amount. Also included is an additional one-time \$7.5 million addition for the Police, Fire and Widows' Pension Fund and a \$74.1 million appropriation in Capital PAYGO funding (all sources).

As in previous years, the FY 2022 operating budget is submitted with all eligible salary increments and longevities funded. The budget also includes a 2% Cost-of-Living (COLA) or equivalent salary scale adjustments for County employees including employees in component units (public schools, community college and libraries), effective January 1, 2022.

There are no new taxes levied to fund the FY 2022 budget. The income tax rate is 3.2% and the real property tax rate will remain at \$1.10 per \$100 of assessed value. The personal property rate remains at \$2.75 and the Homestead Assessment Growth Cap continues at 4%.

The FY 2022 total operating budget for the Baltimore County Public School system is an increase of \$192 million over FY 2021, a 10.3% increase and is 4.7% over the required Maintenance of Effort (MOE) funding.

The FY 2022 capital budget as submitted includes a Pay-As-You-Go (PAYGO) contribution of \$74.1 million, which was made possible by greater than expected revenue projections and debt premium.

The County's enterprise funds include the Public Schools Food Service Fund, the Community College Auxiliary Fund, and the Metropolitan District Water & Sewer Fund Enterprise. These funds are business-type activities that establish fees and charges designed to make the funds self-supporting. Enterprise funds are not appropriated in the Operating Budget, but are included for information purposes to provide a complete picture of this government's total finances.

For FY 2022, the Total Operating Budget (which includes the General Fund, the Gifts & Grants Fund, direct State aid to the public schools and the community college, etc.) totals \$3,885,555,486. It reflects a 10.7% increase above the adjusted FY 2021 appropriation. The Government-wide Total (Total Operating Budget plus Enterprise Funds) is \$4,268,360,212, a 2.9% increase above the adjusted FY 2021 level.



BUDGET OBJECTIVES

The County had five major objectives it would attempt to achieve while formulating the FY 2022 budget: 1) Fund the labor agreements with all bargaining units that include wage enhancements as well as adjustments to employee retirement contribution rates, 2) Continue a minimum 10% target level at which to maintain General Fund Balance with increased emphasis on OPEB funding, 3) Infuse millions of dollars into a capital program to reduce the need to issue debt for capital projects, 4) Review Metropolitan District fee rates to gain stability for the Metro Fund and the County in general, and 5) Continue responding to the health and economic crisis created by the COVID-19 pandemic.

The FY 2022 budget includes a 2% Cost-of-Living (COLA) or equivalent salary scale adjustments for County employees including employees in component units (public schools, community college and libraries), effective January 1, 2022. Over the past five years, the County has funded more than 10% in cost of living adjustments for employees, with no furloughs or layoffs, with none anticipated in FY 2022.

Beginning in 2007, the County moved aggressively to fund its Other Post Employment Benefits (OPEB) obligations. In the FY 2015 budget the County, for the first time, fully met its Annual Required Contribution (ARC); however, the emphasis by one major bond rating house on full funding of the OPEB liability has waned while placing more focus on the size of a jurisdiction's General Fund Balance. This emphasis change resulted in the County contributing less to the OPEB fund and drawing down its fund balance. The County has since renewed increases to OPEB contributions and will contribute \$70 million in FY 2022.

In analyzing Public School enrollment projections through the year 2024, it was apparent that additional elementary school seats would be needed throughout the County in all five school zones. Baltimore County has had the second oldest stock of school buildings in the State. Many of the elementary schools are small, costly to maintain, and make the aforementioned space and air-conditioning concerns problematic. By the consolidation of older, small schools and replacing them with larger, air-conditioned schools, the County will achieve that objective over a ten year period. The Schools for Our Future Initiative will invest over \$1.3 billion in schools construction funds of the ten year period of 2011 – 2024. The Adopted FY 2022 Capital Budget shows an allocation of \$203.9 million to school projects and a six-year plan totaling over \$603.9 million.

The Metropolitan District Fund is a self-sustaining fund that is not part of the County's operating or capital budget. Failure to maintain adequate revenue in the fund to support the County's construction projects would lead to a downgrade of Baltimore County by the bond rating agencies and the loss of its triple AAA bond rating. Since 2005, the County's \$1.5 billion consent decree with the federal government has driven



operating costs up. Also, the County has issued \$1.7 billion in bonds over the past twelve years to address Metro Capital Budget needs. In order to meet these growing costs, Metropolitan District Charges for water and sewer service and water distribution increased by 4%, 3%, and 10%, respectively.

Finally the onset of the COVID-19 pandemic continues to necessitate quick response to a rapidly changing fiscal environment. The FY 2022 Budget includes a large infusion of Federal funding of \$161 million from the American Rescue Plan. The County will manage these funds along with submitting eligible FEMA expenses to meet the needs of constituents during the public health and economic crisis.

ECONOMIC OUTLOOK

At the time the FY 2022 Budget was formulated, Baltimore County the rest of the nation were still dealing with the impacts of the COVID-19 pandemic. The Office of Budget and Finance and Spending Affordability Committee staff reached a consensus on estimates for the FY 2022 budget, agreeing to take a conservative forecast approach in light of continued uncertainty surrounding the impacts of the pandemic on local, national, and global economies. The short term impacts to the local economy, as well as local government budgets, will be highly dependent on factors such as additional shutdowns, the availability and successful distribution of vaccines, as well as the success of federal and local stimulus programs.

In the long-term, the economy is expected to be impacted by several factors, including the number of Baby Boomers retiring at the top of the salary scale to be replaced by a wave of Millennials, which could cause a short-term loss of productivity. Although this wave of millennials entering the labor market would contribute to good employment growth, it would also mean assumptions of lower employment growth rates in the future as the number of millennials leveled off. The long-term effects of mounting national debt will also remain a concern in the coming years as rising debt typically coincides with increases to interest rates.

The Spending Affordability Committee's consultant, Sage Policy Group, Inc. predicted that Baltimore County personal income would grow 4.45% in FY 2021, slightly below its Maryland personal income growth forecast of 4.54%. Growth during FY 2020 is projected to be 4.40% and 4.42% respectively. Both year's strong growth is believed to be attributed to the success of federal stimulus as a result of the COVID-19 pandemic. Personal income growth for FY 2022 is anticipated to be 3.15% in Baltimore County and 3.29% statewide, while the 4-year average growth rate for FY 2019-FY 2022 is 3.86%.

Employment decreased by 5.4%, 5.3%, and 5.7% from 2019 to 2020 for Baltimore County, Maryland and National residents, respectively. Prior employment levels had increased nine times consecutively for County residents. According to Sage Policy Group



in its January 2021 forecast, national recovery from the pandemic had been robust, but nowhere near complete, with jobs still down by 9.2 million on a year-over-year basis and unemployment roughly double what it had been one year prior.

Despite the substantial impacts of the COVID-19 pandemic, the economy is expected to have a rapid “V” shaped recovery compared to that of the great recession. This is due primarily to the economic crisis generated by the pandemic being one of supply shock versus demand. The possibility of strong growth for the second half of 2021 remains as pent up spending demands combine with high levels of household savings. There will likely be a disparity of recovery across different households and industries, as the areas most impacted by the pandemic included lower income service jobs such as those in accommodation and food service, while industries with higher incomes such as finance and insurance fared well throughout the pandemic. The County housing market has seen rising home values and increasing demand due to low interest rates combined with limited supply, however closed retailers, restaurants, and other businesses in combination in remote work opportunities have put negative pressure on commercial real estate markets. Local and global economies will continue to face uncertainty in the coming months and years as a result of the pandemic.





FUNDING BUDGET PRIORITIES AND HIGHLIGHTS

Education

Baltimore County Public Schools

The FY 2022 budget for Baltimore County Public Schools (BCPS) is an increase of \$137.5 million or 7.18% over the FY 2021 budget, driven largely by increases to federal and restricted funding programs as a result of the COVID-19 pandemic. County funding increased by \$32.1 million or 3.46% over the FY 2021 budget in the general fund. Although maintenance of effort (MOE) levels were exceeded by an average of 2% from FY 2015 to FY 2020, anticipated fiscal constraints resulting from the COVID-19 pandemic necessitated a maintenance of effort level budget for FY 2021. After improved revenue forecasts the County returned to a funding pattern in excess of MOE by 3.5% (\$30 million) for FY 2022.

BCPS has more than 18,000 employees including 9,671 teachers with salaries and wages of \$1.2 billion. The FY 2022 budget includes steps and longevities in addition to a 2% Cost-of-Living (COLA) for all BCPS employees effective January 1, 2022.

The FY 2022 BCPS budget also includes approval to use federal funding to add 15 minutes to the school day to support recovery from learning loss as a result of the pandemic, restore 122 teacher positions at risk of being lost to declining enrollment, support the Community Eligibility Provision allowing BCPS to offer free breakfast and lunch to all students, and fund 35 new positions including counselors and pupil personnel workers.

Non recurring costs excluded from BCPS maintenance of effort calculations in future years included \$1.05 million in the FY 2022 budget to be used as start-up funds for textbooks, library books and classroom supplies needed for the new Northeast area elementary school at Ridge Road, which was accelerated from a September 2023 opening to a September 2022 opening. This request covers \$1,500 per student at a 700 student capacity.

Finally, actively addressing the aging infrastructure of Baltimore County Public schools remains a priority. In FY 2020 the county provided funding for the creation of a 10 year school construction plan. This plan will help the schools and county government strategically plan major repairs and infrastructure improvements. The first phase presented to the Baltimore County Board of Education and Baltimore County Council in September 2020 focused on recommendations for high schools. The second phase including recommendations on all remaining schools, centers, and programs was presented in July of 2021. The ultimate goal of these recommendations is to develop a capital improvement program that maximizes state



funding, defines facility priorities with community input; and assesses existing facilities based on enrollment projections, educational adequacy and equity, and overall facility condition.

Community College of Baltimore County

The Community College of Baltimore County (CCBC) is comprised of three diverse campuses and three extension centers that serve over 25,467 credit and 19,651 non-credit students with a robust array of transfer and career programs and services. The FY 2022 operating budget totals \$257,565,911, which represents a \$4.53 million increase in county funding.

This FY 2022 Operating Budget continues to reflect CCBC's Economic Stabilization and Enrollment Stabilization initiatives, which were implemented to address enrollment declines that typically occur during an improving economy. Although the preferred revenue model for community colleges is 1/3 support provided by local government, 1/3 support provided by state government and 1/3 support provided by student tuition and fees, CCBC's primary revenue stream comes directly from student tuition and fees which comprises 37% of CCBC's Operating budget. During the development of the FY 2022 Operating budget, CCBC continued to build on the Economic and Enrollment Stabilization agendas which were formalized as cornerstones in the CCBC 2022 Strategic Plan, "Rethink What's Possible: Unleashing the Power of Potential".

The Enrollment Stabilization priority will provide enhanced customer service to students in order to recruit and retain diverse audiences. In addition, CCBC will continue to expand CCBC online through active marketing and communication campaigns. Coupled with these efforts, the Economic Stabilization agenda will continue to pursue operational and technological efficiencies, optimize space utilization, build internal and external partnerships, enhance advocacy efforts, enhance environmental sustainability efforts, and generate new income streams. CCBC's other strategic priorities include credit and continuing education integration to better serve all students as well as providing transformational academics in the form of cutting-edge market-viable academic programming.

With the ever changing landscape of higher education, the role of the community college has also had to adapt. CCBC recognizes the need to serve a diverse population of students who require flexibility in instructional modalities and frequently developmental coursework. CCBC is committed to successful completion, student-centered course schedules, and guiding the transition to college and careers. CCBC is working to attract specialized populations such as the military-connected, Early College High School, international and online students. CCBC is also committed and grateful to the ongoing partnership with Baltimore County in the Baltimore County College Promise program. The focus on these populations will enable CCBC to diversify enrollment-related revenues while also continuing to seek cost-containment opportunities.



The FY 2022 Budget continues to demonstrate CCBC's commitment to remain cost effective relative to all community colleges within Maryland. One measure of cost efficiency is the expenditure or cost per full-time equivalent (F.T.E.) student. For FY 2019, the last year for which comparative data is available, CCBC's cost per FTE student was the seventh lowest among the 16 Maryland community colleges and 7.1% below the state-wide average cost per FTE student, a trend that has been realized since FY 2005

Public Safety

Policing has always been a continuously evolving profession, a statement that has never been more obvious than in current times. Legislation passed by the Baltimore County Council in 2020 and by the 442nd session of the Maryland General Assembly in 2021 establish new requirements for police departments, and advances in best practices studies continue to shape the policing environment. The Baltimore County Police Department continues to lead the evolution of the profession, and the FY22 budget priorities support the Department's ability to meet the needs and expectations of the public.

Overall crime continues to decline in Baltimore County, and clearance rates still exceed both State and national standards. The Real Time Event Center (RTEC) has been developing systems and processes to support police field operations in areas ranging from crime pattern detection to severe weather response. RTEC also works in partnership with the Maryland Criminal Intelligence Network, to ensure coordination at the local, state, and federal levels targeting gangs, drug, firearms and human trafficking.

As the County continues to grow, so must the Police Department. The areas of Foundry Row and Trade Point Atlantic are just two examples of the significant growth. FY22 budgetary initiatives include the addition of patrol officers to those areas of the county to ensure the Department continues to meet public demands for response times, calls-for-service resolution, traffic safety, and proactive patrol work.

The Mobile Crisis Team (MCT) is a well-established element of the Baltimore County Crisis Response System that dispatches teams of specially trained police officers and behavioral health clinicians to respond to calls-for-service on a 24/7 basis since 2001. Despite the success of MCT in connecting patients to appropriate care and diverting patients from hospital emergency rooms and criminal justice systems, the capacity of MCT response has been limited to only 44% of behavioral health related calls-for-service. In an effort to improve services to the public, the Police Department and the Health Department have partnered to expand the MCT and to create a Call Center Clinician program in partnership with the 9-1-1 Center. The increased capacity of the MCT will reduce response time and will increase case capacity by 33% overall (50%) during peak day and evening hours. The Call Center Clinician program will reduce the number of



dispatched calls-for-service by diverting 9-1-1 callers, when appropriate, to behavioral health services as alternatives to police response. The combination of these initiatives will provide improved behavioral health services to the public.

The Baltimore County Police Department continues to enhance its transparency with the public. The expansion of Body Worn Cameras (BWCs) to all FOP members supports public transparency as well as compliance with legislative mandates. Similarly, the addition of staff to the Internal Affairs Section supports the Department's ability to track and report complaints and investigations for the public data dashboards.

The FY22 budget includes funding for recruitment incentives to support adequate staffing levels; portable virtual reality training equipment that will allow Training personnel to conduct scenario based training at various off site locations; a ballistics comparison microscope to replace a 30 year old piece of equipment; upgrades to the aviation video downlink systems; replacement cameras and photo printers; and replacement safety items such as defibrillators and protective shields for officers serving high risk warrants.

Community Conservation and Preservation

Social Safety Net

The Department of Health and Human Services is the largest provider of social safety net activities for the County. Its mission is to promote the well-being of individuals and families through the provision of quality health and social services. The FY 2022 Adopted Budget includes more than \$145.7 million in its Health and Human Services Agencies' budgets. Although this amount includes a significant amount of federal and state funding, the County's overall commitment across all agencies includes more than \$39 million in County funds towards these worthy endeavors.

Health- related services are wide-ranging and address a myriad of issues including public health, care of pregnant women and children, care of disabled individuals, substance abuse, and mental health. FY 2022 includes funding to enhance the department's ability to address chronic disease including diabetes, high blood pressure, and obesity. The leading cause of death in the United States and Baltimore County continues to be coronary artery disease (CAD). The risk factors for CAD are hypertension, diabetes and obesity. As of 2020, Baltimore County ranked 13th overall out of 24 jurisdictions in Maryland. Although many of the indicators are indicative of areas outside of public health, the indicator of preventable hospital stays is significantly higher in Baltimore County than in the top US performers.



In addition to addressing chronic disease, the COVID-19 pandemic had devastating impacts on behavioral and mental health resources. Due to those impacts, the County committed \$1.2 million dollars to expand the Mobile Crisis teams in partnership with the Baltimore County Police Department. The department will be able to increase funding for innovative services that are both patient-focused and friendly. By teaming licensed mental health clinicians with specially trained police, this supports the County's public health focused approach to behavioral health issues.

The Department of Health and Human Services established a Food Security Coordinator to coordinate food distribution and food access throughout the county. Food insecurity became more apparent during the COVID-19 pandemic. The coordinator will develop programs in conjunction with the County's food security workgroup that will help nonprofits and other community partners build capacity to address the lack of access to healthy foods within the areas of the County.

With over 20% of the County's population over 60 years old, the County recognizes the need to provide for not only the most basic needs of this population but also providing it with a means to stay vibrant, engaged, and productive in County life. This is accomplished through the operation of an extensive network of Senior Centers, assistance and referral programs, assisted transportation efforts, and programs designed to offer seniors the ability to volunteer or remain active in the employment world. Nearly \$3.9 million of County funds in FY 2022 is included in its overall commitment toward Social Safety Net activities funding senior related activities and programs.

Reinvesting in our Aging Infrastructure

Physical Infrastructure and Public Works

With over 2,700 miles of roads and more than 5,000 miles of water and sewer lines (much of it over the average 50-year life span) ensuring safety and reliability of these systems is a daunting challenge. The County continues each and every day to meet this challenge and provide superior service to its residents and keeping the County going strong.

County roadways are of vital importance to its livability, commerce, and connectivity. Substantial progress has been in resurfacing over the past several years. The County's commitment is on-going with nearly \$70 million in the six-year capital program FY 2022-202 to resurface County roadways.



The County's work on the aging Metropolitan Water and Sewer system continues vigorously. The County continues with its inspection and repairs to its more than 3,000 miles of sewer lines, 120 pumping stations and 23 sewer sheds. In conjunction with these efforts to meet the requirements of the Consent Decree, nearly 200 miles of pipe, thousands of manholes and house connections have been relined and repaired. The County conducted 23 studies to end sewer overflows and oversaw \$1.6 billion in water and sewer projects.

The County continues its efforts to protect the natural treasure that is the County's environment with its street sweeping and recycling efforts. In 2020, 4,315 tons of debris and pollutants were stopped before reaching the Chesapeake Bay thanks to an expanded street sweeping program and roadside litter pick-up. Additionally, thanks to the County's Single Stream Material Recovery Facility in Cockeysville, the County has processed over 589,501 tons of recyclables – since its inception in late 2014 through July 2021 – and generated nearly \$44 million in gross revenues during the same period.

In addition to these impressive efforts to repair and replace infrastructure, the County continues the Resiliency and Sustainability Project in the Capital Improvement Plan. Funded with nearly \$5.45 million in the six-year capital program FY 2022- 2027, the project will support activities to build and enhance resilience of infrastructure and natural features to promote long term sustainability, safeguarding of County assets and resources and the identification and implementation of strategies to address climate changes and its current and potential impacts on the County.

Telecommunications, Infrastructure, and Technology

The Office of Information Technology (OIT) supports technology infrastructure for nearly 10,000 employees across 25 County agencies. OIT is responsible for the development and management of all technology architecture, applications and systems, device management, voice and data networks, radio communication systems, and the security of all County data, and IT assets. Thousands of systems must be maintained daily to serve the County while continuing to plan projects for the future. OIT supports all customers through our 24/7 Network Operations Center which monitors all infrastructure and systems while responding to customer IT service requests. Teams across OIT monitor, update, and maintain the County networks, facilities, applications, and systems daily to ensure the County is available, responsive, and secure.

Each year, OIT works closely with the Administration and each department to identify and prioritize projects for the fiscal year that will align with the County's Enterprise Strategic Plan, satisfy mandates and enhance public safety and welfare. The majority of the approximately \$10.8 million in FY 2022 Technology Capital funds planned are to support the following IT initiatives.



Part of OIT's role is to protect the community and its resources from cybersecurity threats. This is done through Identity and Access Management (IAM), endpoint protection, security awareness training, vulnerability scanning, and disaster recovery. These efforts will continue into the future by updating virus protections, essential patches, and authentication procedures to meet the ever-changing needs for protection. In order for the County to keep up to date on network, system and data security, \$650k of the Technology capital funds are earmarked for cybersecurity initiatives. Cyber-attacks for local and state governments are on the rise. These attacks create months of downtime and cost taxpayers millions of dollars. Baltimore County must stay current by implementing, upgrading and replacing security systems to avoid issues seen at across other local and national entities.

Due to the pandemic, schools have shifted schedules to accommodate remote, hybrid and in-person learning. Many Baltimore County residents continue to work from home. In order to expand Broadband Fiber services, \$900k is dedicated to this initiative to ensure additional library, community centers, recreation and park and public safety facilities are connected and deliver reliable high-speed data service. This project continues to build on the success of the Inter County Broadband Network (ICBN) fiber project funded by the federal Broadband Technologies Opportunities Program grant, wherein we constructed over 200 miles of fiber optic backbone throughout Baltimore County. The Broadband Expansion project has allowed the County to provide greatly improved broadband services to many schools, libraries, and various other government facilities, while eliminating charges paid to third party Internet Service Providers. A major benefit of this secure, reliable, and high-speed network is the ability to provide public Wi-Fi to more than 200 county sites.

Baltimore County Health and Human Services (HHS) supports the most at-risk members of our community. To assist with managing the many services HHS provides, the agency uses an application to help with community clinical, financial, and business management. Baltimore County designated \$750k towards replacing the current system with a best-of-breed system to integrate important information, making it more accessible. This system will help manage the delivery of healthcare, community screening and surveillance, monitoring and oversight for Health and Human Services. Throughout this process, OIT will work closely with the HHS team to make certain that all state and federal administrative, financial, clinical, and executive requirements are not only met but exceeded.

Supplemental funding of approximately \$4 million is planned for additional functionality and phases for the Workday and Land Use Regulatory Automation (LURA) projects. Phases 2 and 3 of the Workday project, which is the new enterprise Human Resources and Budget tool, include implementation of the Learning Management, Staffing and Recruiting, and Talent and Financial Management systems/modules. This is great progress for the County as the improved



management of employees, contractors, and budget will assure a more transparent look into Human Resources, improving the financial management of the County's employees. In conjunction with the Human Capital Management Project, the Budget Management Project will implement a new budgeting tool to replace the outdated Performance Budgeting. The LURA project is an online permitting application portal utilizing our Cityworks platform. This system will provide constituents a user-friendly end-to-end online process for submitting tracking, renewing and purchasing County permits. This system will provide transparency to the entire process, with status changes and notifications.

Roughly \$1.5 million is slated to purchase State-mandated poll books (electronic) for the primary election to be held in FY 2022. The new poll books are necessary to keep election data current for the upcoming election.

Current IT initiatives include the Computer-Aided Dispatch (CAD) Upgrade and Tax System Replacement projects. The Motorola Premiere One/CAD project is replacing the legacy Computer-Aided Dispatch system in the 911 Communications Center and the mobile public safety fleet. The new system will provide increased reliability, improved call handling and dispatch for emergency services while enhancing security and usability. This change will help keep anyone living, working, or traveling in Baltimore County safe, while meeting the changing federal and state mandates such as "Next Generation 911" and future technologies quickly and efficiently. The legacy tax system is being replaced with a more robust online service, allowing the County to process taxes more efficiently while staying compliant with all state-level statutory laws and regulations as well as County-level policy changes. Both initiatives are scheduled to implement in summer of 2022.

Parks and Preservation

The parks, preservation and greenways portion of the approved Fiscal Year 2022 capital budget includes approximately \$75.7 million in capital funding to purchase land to serve as parkland and open space, and develop, enhance, and maintain a wide variety of parks and recreational facilities. This record investment in parks and recreation is expected to represent the bulk of capital funding for the two-year capital program that includes fiscal years 2022 and 2023. In addition to traditional funding sources such as County general funds and bonds, Maryland Program Open Space and State capital grants, and Open Space Waiver fee-in-lieu funding, the capital funding includes \$10 million in Maryland Local Parks and Playgrounds Infrastructure (LPPI) funding, thanks to the efforts of Speaker Adrienne Jones and the Senators and Delegates representing Baltimore County's state legislative districts.



The County's diverse recreational network offers something for all. Hundreds of parks and recreation sites offer active recreational facilities ranging from ball fields to gymnasiums, which serve as the venues for countless programs offered by the volunteer-based recreation and parks councils. Countywide and regional parks have a myriad of amenities and specialized facilities including trail and path networks, interpretive centers, indoor sports fields and swimming pools, and amphitheaters. At the local level most neighborhood and community parks offer facilities such as playgrounds and sports courts that local citizens can use at their convenience. Approximately two-dozen waterfront parks offer opportunities to interact with the Chesapeake Bay and its tributaries, whether by launching watercraft at boat ramps, fishing from piers and the shoreline, walking along the waterfront, or canoeing, kayaking or paddle boarding. An extensive array of green and open spaces stretch throughout the County, offering environmental benefits and making communities more livable. The COVID-19 pandemic emphasized the essential nature of parks on local, state, national, and international levels, as the use of parks for free-time activities – the chief among them being walking, hiking, jogging, and cycling – took place at record high rates. In some circumstances the capacity of parks to support recreational demands was pushed to extreme limits. The County's voters expressed their great support for parks and recreation during the 2020 General Election, approving the record high (\$35 million, as proposed by County Executive Olszewski and the County Council) Parks, Preservation, and Greenways borrowing ordinance at an impressive rate of 82.1%.

The parks, preservation and greenways capital budget reflects the ongoing budgetary needs associated with the County's diverse parks and recreation network. Nearly \$6.5 million in additional park acquisition funding was allocated within the FY 2022 budget, including \$2.2 million in County funding to supplement Maryland Program Open Space (POS) funding. Over \$5.4 million has been allocated to the renovation and enhancement of athletic fields and ball diamonds, including more than \$2.1 million dedicated to replacing existing field lighting with more effective and energy efficient L.E.D. lighting, and a new L.E.D. field lighting system for Linover Park. Expanded funding totaling more than \$7.1 million has been dedicated to park renovation and rehabilitation programs, ranging from playground replacements, to sports court renovations, to building and small structure renovations. Such funding is essential to ensuring that the County's parks, recreation sites and facilities are safe and functional. Another \$2 million in funding was allocated for trail construction and renovations, to enable the Department of Recreation and Parks to better accommodate the exceptional growth in trail use.

Finally, more than \$54 million has been allocated for park and recreation facility construction and enhancement projects at sites ranging from the smallest of "pocket parks" to the largest countywide and regional parks. Funding within this capital program is used to develop new parks and enhance existing parks and recreation sites, helping to address unmet recreational demands, or to improve the experience of park visitors. Some examples of planned projects



include the construction of a 22-acre waterfront park on land donated by Tradepoint Atlantic in Sparrows Point, two new community centers to be constructed in the Middle River and Rosedale communities, new parks to be developed in the Randallstown, Pikesville, and Sparks communities, multiple large scale, themed destination playgrounds including the Ravens Playground and Challenge Course (partially funded by a generous donation from the Baltimore Ravens) at Northwest Regional Park, and major park renovation and enhancement projects at Rockdale Park, Diamond Ridge Family Park, Gwynn Oak Park, Oregon Ridge Park, Cromwell Valley Park, and the Holt Park and Center for the Arts.



DEBT MANAGEMENT

Resources as well as needs drive the County's debt issuance program. An annual debt capacity and control analysis report serves as the basis on which the County can structure its future debt issuances and evaluate the effects of such issuances on its credit standing and stated policy goals. As of this publication, Baltimore County has once again earned a Triple-A bond rating from the three major rating agencies on Wall Street-Fitch, Standard and Poor's, and Moody's Investment Service. The Triple A rating is the highest rating awarded by the agencies. Baltimore County is one of only 49 counties in the nation to earn a triple-A bond rating from all three rating agencies.

The County's capital budget and program for fiscal years 2022-2027 is \$2.99 billion, including \$1.362 billion in consolidated public improvement general obligation bonds and \$1.637 billion in metropolitan district general obligation bonds. Beginning in FY 2014, Pay-As-You-Go (PAYGO) funds were defined to include funding provided to the Capital Budget from a variety of sources which would offset the County's need to issue debt. PAYGO funding to the Capital Budget in FY 2022 includes general fund contributions of \$53,209,245, debt premium of \$19,293,243, stormwater waiver fees of \$460,000, local open space waiver Fees of \$70,000 and reforestation waiver fees of \$1,051,000. As part of its capital plan, the County anticipates maintaining up to 20% in variable rate or short-term debt through the County's bond anticipation note program, which the rating agencies consider to be a prudent level. Through the issuance of bond anticipation notes, Baltimore County should be able to achieve lower borrowing costs. As of June 30, 2021, the County had \$205 million in outstanding bond anticipation notes or 5.1% of total outstanding debt.

Baltimore County has no overlapping debt. In addition, Metropolitan District debt is not included in the County's calculation of net tax supported debt because it is viewed as self-supporting. A further adjustment is made to debt ratios relative to the County pension bonds. The County issued Pension Obligation Bonds for the portion of the Retirement System closed to new members as of July 1, 2007 in the amount of \$256,290,000 in December 2012 and \$150,000,000 in August 2013. The proceeds of the Bonds were used to fund the present value of the increased liabilities in conjunction with the Board of Trustees' decision to lower the valuation rate from 7.875% to 7.25% in 2012 and from 6.75% to 6.375% in 2016. The County expects to benefit from this transaction by investing the bond proceeds at a rate of return in excess of the debt cost, which should bring annual savings to the County for pension contributions over the life of the bonds. As a result, all three rating agencies agreed that this debt would not negatively impact ratings of the County. Thus, it is appropriate to examine the County's debt ratios with pension funding bonds excluded, particularly in determining affordable levels of future borrowing and setting debt and financial management policies.

The County's debt and financial management policies (See Introduction – Financial Policies and Guidelines) were developed for net tax-supported debt excluding pension funding bonds. The policies consisted of target ratios to be met and ceiling or floor ratios. If these ratios are projected to drop below the desired floor, the County will take measures to ensure that such events do not occur. In response to concerns about the level of general fund balance, effective 7/1/2018, the County established a Revenue Stabilization Reserve Account (RSRA) of 10% of general fund revenues and a minimum level of reserves equal to 7%. Funds may not remain at 7% for more than two

consecutive years. The total amount of unexpended and unappropriated funds set aside for contingencies was estimated to be 16.9% in FY 2021. In years past, the County has consistently funded substantial levels of PAYGO. Using the updated definition of PAYGO, the County funded \$91.3 million in FY 2015, \$123.3 million in FY 2016, \$127.4 million in FY 2017, \$31.5 million in FY 2018, \$42.1 million in FY 2019, \$65.7 million in FY 2020, and \$25.1 in FY 2021. In FY 2022, the County expects to fund \$74.1 million, including general fund contributions of \$53.2 million.

Debt and Financial Management Policies Excluding Pension Funding Bonds (in thousands)							
	Target 6-30-26	Ceiling 6-30-26	Actual 6-30-17	Actual 6-30-18	Actual 6-30-19	Actual 6-30-20	Estimated 6-30-21
Debt to Estimated Full Value	2.2%	2.5%	1.9%	2.0%	2.2%	2.1%	2.2%
Debt Per Capita	\$2,300	\$2,600	\$1,922	\$2,038	\$2,264	\$2,268	\$2,360
Debt to Personal Income	3.3%	3.6%	3.3%	3.3%	3.6%	3.6%	3.6%
Debt Service to Revenues	8.5%	9.5%	8.5%	8.7%	8.8%	8.5%	8.3%
Unreserved General Fund Balance (1) to General Fund Revenues	10.0%	7.0% (2)	11.5%	11.8%	10.5%	15.2%	16.9%
(1) Including Revenue Stabilization Reserve Account Balance				(2) Floor			

Other measurements of credit position compare a locality's debt ratios to those of similar entities. Moody's 2020 Local Government Medians for triple-A rated counties with population between 250,000 and 1 million is used for comparison. For 2020, excluding Pension Funding Bonds, Baltimore County's ratio of Debt to Personal Income was in line with the Moody's 2020 median for triple-A rated counties and Debt Service to Revenues remained below the recognized warning level of 10%, as shown below:

Comparison with 2020 Moody's Medians for Aaa Counties with Populations between 250,000 and 1 Million (\$ in thousands)			
	2020 Moody's Rated County Median	2020 Estimated Total Net Tax-Supported Debt Excluding Pension Funding Bonds	
		Amount	Ratio To Median
Debt to Personal Income	3.50% ⁽¹⁾	3.60%	1.03
Debt Service to Revenues	10.00% ⁽²⁾	8.51%	0.85
⁽¹⁾ Moody's medians for triple-A rated counties from 2019 Us Local Government Medians			
⁽²⁾ Recognized warning level			

The County's ability to meet its future debt obligation will largely depend on the financial and other resources available at that time, including estimated full value of property, personal income and population. Another source from which the County obtains debt capacity is through retirement of currently outstanding debt. As the County retires debt, this amount becomes available as a resource for new debt issuance without adding to the County's existing debt position. In accordance with the capital program for fiscal years 2022-2027 debt issuances for these years will be \$1.19 billion. This amount of debt issuance is \$144 million more than the retirements scheduled on existing long-term debt over the period. Issuance of the amount of debt projected under the capital program would result in the following debt ratios in future years (displayed in the following chart).

Effect of the Capital Program on Debt Ratios Excluding Pension Funding Bonds							
	Projected <u>2021</u>	Projected <u>2022</u>	Projected <u>2023</u>	Projected <u>2024</u>	Projected <u>2025</u>	Projected <u>2026</u>	Projected <u>2027</u>
Net Tax-Supported Debt Outstanding (000)	\$2,026,553	\$2,056,667	\$2,101,733	\$2,121,594	\$2,210,960	\$2,215,260	\$2,235,172
Debt to Estimated Full Value	2.2%	2.1%	2.1%	2.1%	2.1%	2.0%	2.0%
Debt Per Capita	\$2,360	\$2,383	\$2,423	\$2,434	\$2,524	\$2,516	\$2,526
Debt to Personal Income	3.6%	3.6%	3.5%	3.4%	3.5%	3.3%	3.3%
Debt Service to Revenues	8.3%	8.6%	8.8%	8.6%	8.9%	9.1%	8.9%

LONG-TERM OBLIGATIONS

The County's principal long-term obligations are general obligation bonds and bond anticipation notes (BANs) issued to finance the construction of county-wide public capital projects, water and sewer facilities within the County's Metropolitan District, and County pension obligations. The County's full faith, credit and unlimited taxing power are irrevocably pledged to the payment of the principal and interest of these bonds and notes.

Other long-term obligations include the accrued liability for vested compensated absences, estimated landfill closing costs, certificates of participation and capital leases. The County considers all non-proprietary funds vested compensated absences to be long-term debt. Of the primary government's general long-term debt, only the redemption of the BANs and the liability for landfill closing costs are expected to be paid with bond proceeds.

The County Charter authorizes the County Council by appropriate resolution to issue bonds, other than metropolitan district bonds, up to a debt limit of 4% of the County's assessable property base, and metropolitan district bonds up to a debt limit of 3.2% of the District's assessable property base. Information related to outstanding and debt limits are presented in Exhibits "D" & "E".

RAPIDITY OF PRINCIPAL RETIREMENT
As of June 30, 2021

Maturing Within	Net Tax-Supported Debt (1)	% of Debt Retired	Net Tax-Supported Debt Excluding Pension Funding Bonds (1)	% of Debt Retired	Metropolitan District Debt (2)	% of Debt Retired
5 years	\$749,690,000	34.5%	\$696,195,000	38.0%	\$361,634,000	19.7%
10 years	1,386,867,000	63.8	1,272,331,000	69.4	756,146,000	41.2
15 years	1,820,551,000	83.8	1,634,086,000	89.1	1,110,922,000	60.5
20 years	2,106,523,000	96.9	1,834,206,000	100.0	1,420,103,000	77.4
25 years	2,165,523,000	99.7			1,684,676,000	91.8
30 years	2,173,114,000	100.0			1,838,769,000	100.0

(1) Does not include \$205 million Bond Anticipation Notes outstanding.

BALTIMORE COUNTY, MARYLAND
SUMMARY OF DEBT SERVICE CHARGES UNTIL MATURITY
AS OF JUNE 30, 2021
(In Thousands)

Fiscal Year	Consolidated Public Improvement Bonds		Pension Liability Funding Bonds		Capital Leases, COPs, Other		Total Net Tax-Supported Debt Service			Metropolitan District Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total	Principal	Interest	Total
2022	120,075	48,224	10,248	10,854	31,673	962	161,996	60,040	222,036	65,211	53,984	119,195
2023	113,280	54,091	10,449	10,646	25,333	4,776	149,062	69,513	218,575	70,375	54,350	124,725
2024	117,390	55,547	10,675	10,413	15,774	3,756	143,839	69,716	213,555	72,398	60,119	132,517
2025	120,565	51,479	10,925	10,156	14,481	3,007	145,971	64,642	210,613	75,258	57,550	132,808
2026	115,333	47,308	11,198	9,877	14,876	2,283	141,407	59,468	200,875	78,391	54,768	133,159
2027	111,610	43,116	11,500	9,577	15,291	1,539	138,401	54,232	192,633	79,291	51,952	131,243
Total	\$698,253	\$299,765	\$64,995	\$61,523	\$117,428	\$16,323	\$880,676	\$377,611	\$1,258,287	\$440,924	\$332,723	\$773,647

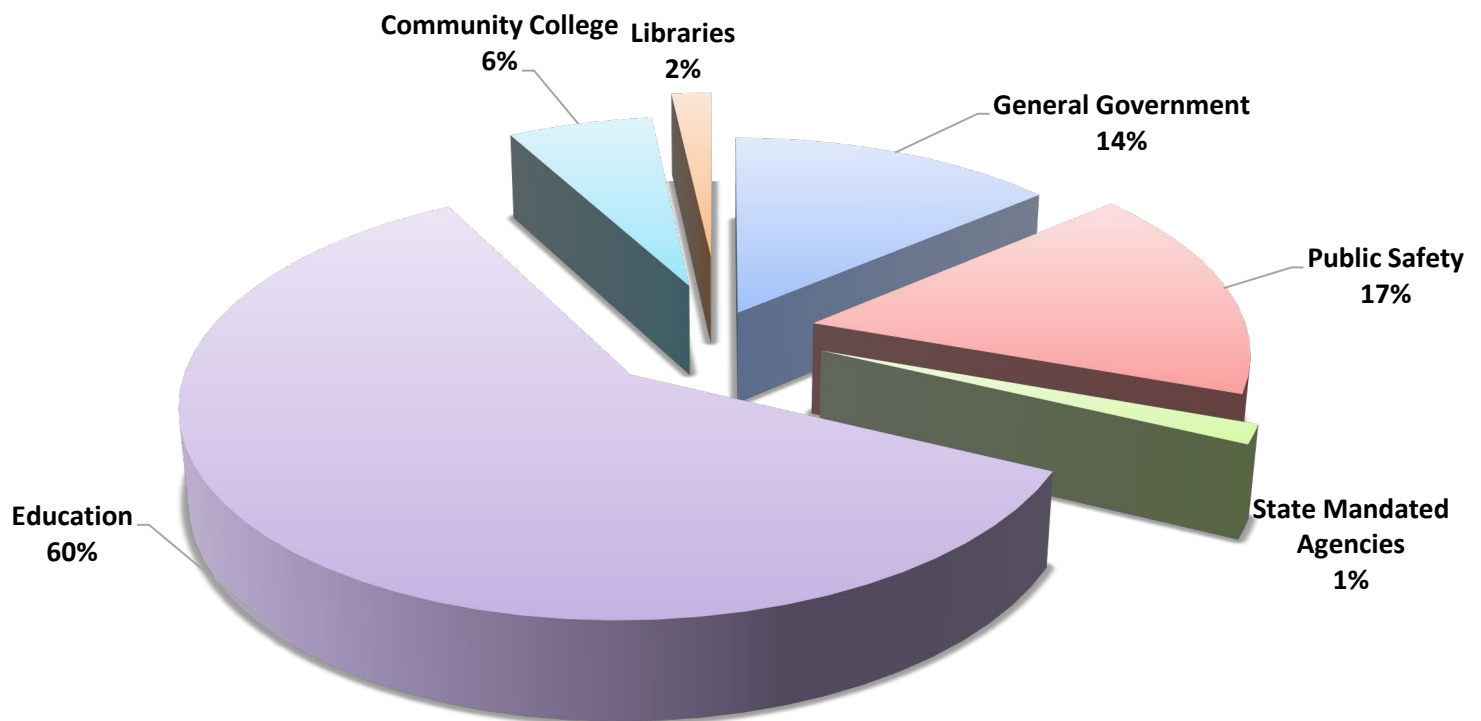


PERSONNEL

POSITION ALLOCATION

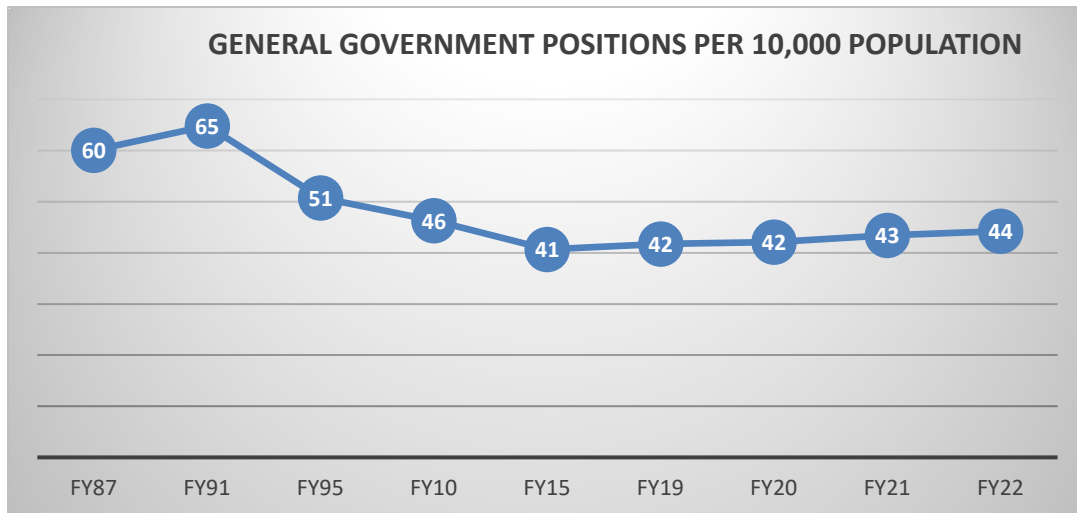
Education and Public Safety continue to be priority funding areas with the FY 2022 budget. Education, Community College, and Library full-time equivalent (FTE) positions represent 68% of the total authorized positions and Public Safety positions represent 17% for a total of 85% of all Baltimore County authorized positions.

POSITION ALLOCATION BY AREA



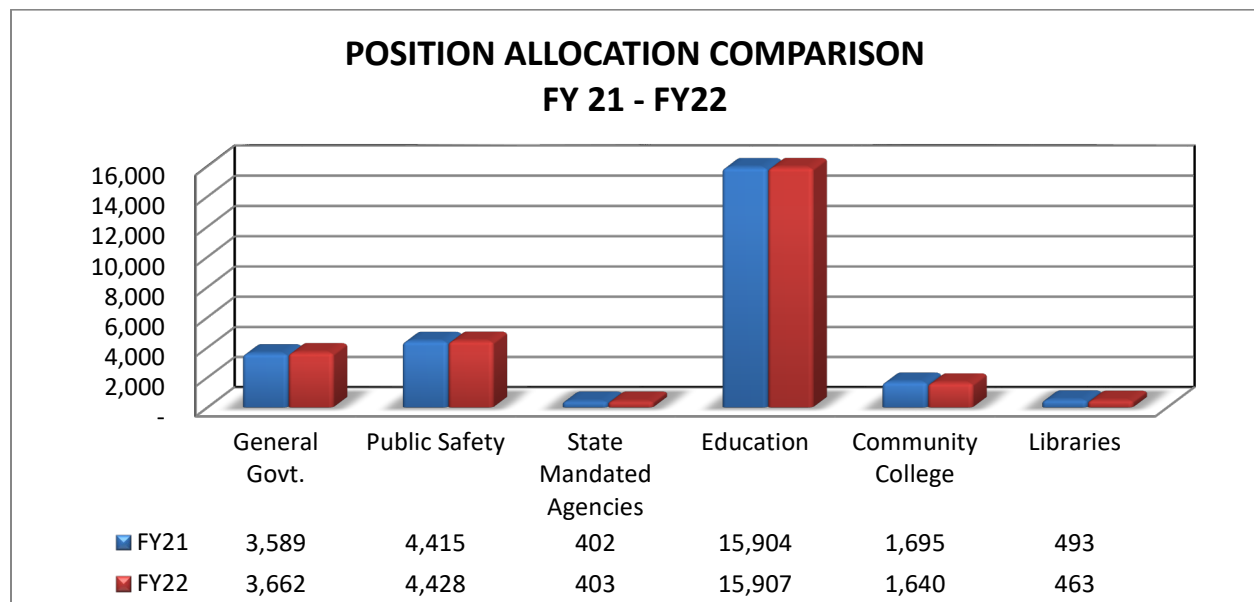
STAFFING LEVELS

FY 2022 General Government staffing level of 3,662 is a 2% increase from FY 2021. This is a net increase of 73 positions. In 1987 Baltimore County had 4,059 general government employees. The FY 2022 budget has 9.8% fewer employees than compared to thirty five years ago.



Department of Education employees remained stable with an increase of 2.5 (FTE) positions, from 15,904 in FY 2021 to 15,907 in FY 2022. Although the COVID-19 pandemic caused a decline in enrollment across Baltimore County, positions were preserved for FY 2022.

The Community College of Baltimore County will decrease full time equivalent (FTE) positions will by 54.6 or 3.22% from the FY 2021 amount, due to a reduction in adjunct faculty resulting from lower enrollment.





ORGANIZATIONAL CHANGES

WAGES & BENEFITS

The FY 2022 budget includes a 2% Cost-of-Living (COLA) or equivalent salary scale adjustments for County employees including employees in component units (public schools, community college and libraries), effective January 1, 2022.

Significant strides have been made in reforming the retirement system including employee agreements to fund a greater share of these ever-rising costs to strengthen the system and ensure that these benefits will be there when employees retire. A plan, which began in FY 2017 and continued through FY 2020 was implemented as a multi-year phase-in to increase employee retirement contributions. Based on agreements with all labor unions and with management groups, the contribution changes were designed to flatten all member contribution rates while increasing the contribution rates overall. With the completion of the phase-in, the system will continue to receive a net amount of approximately \$4 million in additional employee contributions each year.

The County negotiated an agreement to enhance retirement benefits for the Correctional Officers and the Deputy Sheriffs. Effective July 1, 2020, the Correctional Officers and the Deputy Sheriffs will each receive a 3% accrual benefit rather than a 2% accrual benefit for years of creditable service in excess of 25.

In 2012 an important step was taken to lower the valuation rate for expected earnings from the County's retirement system from 7.875% to 7.25%. This also required the County to increase its annual contribution to the system. Effective June 30, 2012 the valuation rate of return was reduced to 7%. The rate was further reduced to 6.75% in 2015. And finally, effective June 30, 2016 the rate further reduced to 6.375% making it one of the most conservative actuarial assumptions in the country. Lowering the rate makes the entire system more secure and protects employees' benefits by establishing a realistic rate of return for the next 30 years.

The County administers an OPEB trust fund that provides for payment of healthcare and life insurance benefits to eligible retirees of Baltimore County Government, the Baltimore County Board of Education, the Community College of Baltimore County, the Board of Library Trustees for Baltimore County and the Baltimore County Revenue Authority (BCRA). At June 30, 2019, the date of the latest available valuation, the OPEB Plan covered a projected 32,647 members, consisting of 19,662 active plan members and 12,985 retirees receiving benefits.

LABOR RELATIONS

The County has a classified service that includes all jobs (except exempt positions) in the County career system; these positions number 5,780 employees. All other employees (elected officials, department heads, and various non-merit full-time and part-time positions) are collectively known as the exempt service; these positions number 1,925 employees.



On July 13, 1977, Baltimore County enacted the Employee Relations Act, which permits employees of the County, with certain exceptions, to join and be represented by labor unions and other employee organizations. The Employee Relations Act defines six representation units within the classified service; provides a procedure for recognition of employee organizations as the exclusive representative of employees in an appropriate representation unit; establishes a procedure and time limits for negotiating with recognized employee organizations matters pertaining to wages and other conditions of employment; provides procedures for settling disputes and grievances; and prohibits strikes, work stoppages, lockouts and secondary boycotts, with penalties for violations of such prohibitions. Labor agreements have been signed into effect with the following representative organizations:

A two-year agreement with the American Federation of State, County and Municipal Employees, Local 921, Council 67, AFL-CIO was ratified by the County Council. This contract will remain in effect through June 30, 2022. This organization represents 644 hourly employees. These employees are primarily Public Works employees; however, this union also represents employees in other offices and departments of the County.

A two-year agreement with the Baltimore County Federation of Public Employees was ratified by the County Council. This contract will remain in effect through June 30, 2023. This organization represents 1,513 salaried employees in various offices and departments of the County.

A three-year agreement with the Baltimore County Federation of Public Health Nurses, AFT, AFL-CIO, was ratified by the County Council and will remain in effect through June 30, 2022. This organization represents 68 full-time and 31 part-time nurses in the Health Department.

A two-year agreement with the Baltimore County Professional Fire Fighters Association, International Association of Firefighters Local 1311, AFL-CIO is pending County Council ratification and will remain in effect through June 30, 2023. This organization represents 1,064 sworn personnel in the Fire Department up to and including the rank of Captain.

A two-year agreement with the Fraternal Order of Police Lodge 25 was ratified by the County Council and will remain in effect through June 30, 2022. The Lodge represents 73 sworn deputy sheriffs in the Sheriff's Office up to and including the rank of Lieutenant.

A two-year agreement with the Fraternal Order of Police Lodge 4 is pending County Council ratification and will remain in effect through June 30, 2023. This organization represents 1,955 sworn personnel in the Police Department up to and including the rank of Lieutenant.



FY 2022 AUTHORIZED POSITIONS - ALL FUNDS

<u>AGENCY</u>	<u>FY 2021</u>	<u>MID FY 2021</u>	<u>TRANS</u>	<u>ADD</u>	<u>DELETE</u>	<u>BUDGET FY</u>
	<u>BUDGET</u>	<u>ADJUST</u>				<u>2022</u>
OFFICE OF COUNTY EXECUTIVE	10	0	(1)	0	0	9
CIRCUIT COURT	94	1	0	1	0	96
ORPHANS COURT	5	0	0	0	0	5
BOARD OF ELECTIONS	12	0	0	0	0	12
OFFICE OF BUDGET AND FINANCE	123	0	(10)	0	0	113
ADMINISTRATIVE OFFICER	30	0	1	0	0	31
DEPARTMENT OF CORRECTIONS	482	1	0	1	0	484
STATE'S ATTORNEY	137	0	0	0	0	137
OFFICE OF LAW	45	1	19	2	0	67
DEPARTMENT OF PLANNING	42	0	(3)	0	0	39
OFFICE OF HUMAN RESOURCES	37	0	3	7	0	47
EMERGENCY COMMUNICATIONS CENTER	205	0	0	1	0	206
POLICE DEPARTMENT	2,608	(1)	(2)	10	0	2,615
FIRE DEPARTMENT	1,120	0	0	3	0	1,123
DEPARTMENT OF PERMITS, APPROVALS AND INSPECTIONS	191	2	(3)	6	0	196
COUNTY SHERIFF	94	(1)	0	0	0	93
BOARD OF LIQUOR LICENSE COMMISSIONERS	24	0	0	0	0	24
PROPERTY MANAGEMENT	243	1	(1)	0	0	243
DEPARTMENT OF HEALTH	655	(1)	0	7	0	661
DEPARTMENT OF SOCIAL SERVICES	203	3	(9)	0	0	197
DEPARTMENT OF AGING	235	0	0	0	0	235
COOPERATIVE EXTENSION	2	0	0	0	0	2
DEPARTMENT OF RECREATION & PARKS	183	4	0	1	0	188
DEPT OF ENVIRONMENTAL PROTECTION AND SUSTAINABILITY	83	0	1	0	0	84
COUNTY COUNCIL	36	0	0	0	0	36
COUNTY AUDITOR	17	0	0	0	0	17
BOARD OF APPEALS	9	0	0	0	0	9
DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT	19	0	0	1	0	20
LOCAL MANAGEMENT BOARD	4	0	0	0	0	4
HOUSING OFFICE	66	3	0	0	0	69
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	27	8	5	3	0	43
OFFICE OF INFORMATION TECHNOLOGY	232	1	0	3	0	236
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION	995	4	0	10	0	1,009
OFFICE OF THE INSPECTOR GENERAL	2	0	0	1	0	3
WORKFORCE DEVELOPMENT	43	0	0	3	0	46
	8,313	26	0	60	0	8,399
<u>OTHER AUTHORIZED POSITIONS</u>						
SOCIAL SERVICES - STATE	10	0	0	0	0	10
ELECTIONS - STATE	26	0	0	0	0	26
UNIVERSITY OF MD EXTENSION - STATE	8	0	0	0	0	8
INTERNAL SERVICE FUND	49	1	0	0	0	50
SUBTOTAL	93	1	0	0	0	94
<u>OTHER AUTHORIZED POSTIONS</u> (SHOWN AS FULL TIME EQUIVALENTS)						
COMMUNITY COLLEGES	1,694.6	0.0	0.0	0.0	(54.7)	1,639.9
DEPARTMENT OF EDUCATION	15,904.3	0.0	0.0	2.5	0.0	15,906.8
DEPARTMENT OF LIBRARIES	492.6	0.0	0.0	3.0	(32.5)	463.1
SUBTOTAL	18,091.5	0.0	0.0	5.5	(87.2)	18,009.8
TOTAL ALL POSITIONS	26,497.5	26.98	0.0	65.5	(87.2)	26,502.77



**ORIGINAL POSITION ALLOCATION - ALL FUNDS
REVISED TO REFLECT ORGANIZATIONAL CHANGES**

<u>AGENCY</u>	<u>FY 1987</u>	<u>FY 1991</u>	<u>FY 1995</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>% CHANGE FY 21-22</u>	<u>% CHANGE FY 87- 22</u>
GENERAL GOVERNMENT								
COUNTY EXECUTIVE	17	19	16	10	10	9		
ADMINISTRATIVE OFFICER	21	34	18	27	30	31		
OFFICE OF BUDGET & FINANCE	202	225	174	121	123	113		
CENTRAL SERVICES	12	15	9	0	0	0		
OFFICE OF LAW	37	55	39	43	45	67		
DEPARTMENT OF PLANNING	53	66	55	44	42	39		
OFFICE OF HUMAN RESOURCES	53	67	59	40	37	47		
PERMITS, APPROVALS & INSPECTIONS	194	213	181	191	191	196		
PROPERTY MANAGEMENT	332	410	346	243	243	243		
COUNTY COUNCIL	30	39	38	36	36	36		
COUNTY AUDITOR	9	13	16	17	17	17		
BOARD OF APPEALS	10	10	10	9	9	9		
OFFICE OF INFORMATION TECHNOLOGY	113	142	120	231	232	236		
INTERNAL SERVICE FUNDS	112	88	67	49	49	50		
OFFICE OF THE INSPECTOR GENERAL	0	0	0	2	2	3		
HEALTH AND HUMAN SERVICES								
DEPARTMENT OF HEALTH	620	658	525	625	655	661		
DEPARTMENT OF SOCIAL SERVICES	53	69	92	197	203	197		
DEPARTMENT OF SOCIAL SERVICES - STATE	20	20	18	10	10	10		
DEPARTMENT OF AGING	298	372	328	241	235	235		
ENVIRON. PROTECTION & SUSTAINABILITY	116	115	114	80	83	84		
LOCAL MANAGEMENT BOARD	0	0	0	4	4	4		
CULTURE AND LEISURE SERVICES								
DEPARTMENT OF RECREATION AND PARKS	187	196	147	183	183	188		
DEPT. OF REC. AND PARKS - ENT FUNDS	135	153	168	0	0	0		
ORGANIZATIONAL CONTRIBUTIONS	2	4	0	0	0	0		
ECONOMIC AND COMMUNITY DEVELOPMENT								
ECONOMIC AND WORKFORCE DEVELOPMENT	13	27	17	17	19	20		
HOUSING OFFICE	33	41	46	63	66	69		
COMMUNITY DEVELOPMENT GRANTS	32	23	17	27	27	43		
COMMUNITY CONSERVATION	12	40	12	0	0	0		
WORKFORCE DEVELOPMENT	48	54	64	44	43	46		
PUBLIC WORKS AND TRANSPORTATION								
	1,295	1,389	998	957	995	1,009		
GENERAL GOVERNMENT SUBTOTAL	4,059	4,557	3,694	3,511	3,589	3,662	2.0%	-9.8%
PUBLIC SAFETY								
DEPARTMENT OF CORRECTIONS	201	258	326	482	482	484		
EMERGENCY COMMUNICATIONS CENTER	160	185	182	205	205	206		
POLICE DEPARTMENT	1,961	2,081	2,060	2,559	2,608	2,615		
FIRE DEPARTMENT	1,059	1,206	1,136	1,087	1,120	1,123		
PUBLIC SAFETY SUBTOTAL	3,381	3,730	3,704	4,333	4,415	4,428	0.3%	31.0%
STATE MANDATED AGENCIES								
CIRCUIT COURT	127	137	138	91	94	96		
ORPHANS COURT	4	4	4	5	5	5		
BOARD OF ELECTIONS	6	6	6	12	12	12		
BOARD OF ELECTIONS - STATE	16	15	15	26	26	26		
STATE'S ATTORNEY	64	76	84	136	137	137		
COUNTY SHERIFF	66	77	83	90	94	93		
LIQUOR BOARD	25	26	25	24	24	24		
UNIVERSITY OF MD EXTENSION	3	3	2	2	2	2		
UNIVERSITY OF MD EXTENSION - STATE	12	12	12	8	8	8		
JUVENILE PROBATIONARY	7	7	0	0	0	0		
STATE MANDATED SUBTOTAL	330	363	369	394	402	403	0.2%	22.1%
OTHER AUTHORIZED POSITIONS								
COMMUNITY COLLEGE	1,642.0	1,835.0	1,697.0	1,686.9	1,694.5	1,639.9		
DEPARTMENT OF EDUCATION	10,018.0	10,314.0	10,997.0	15,770.1	15,904.3	15,906.8		
DEPARTMENT OF LIBRARIES	487.0	537.0	446.0	492.2	492.6	463.1		
EDUCATION SUBTOTAL (FTE)	12,147.0	12,686.0	13,140.0	17,949.2	18,091.4	18,009.8	-0.5%	48.3%
GRAND TOTAL	19,917.0	21,336.0	20,907.0	26,187.2	26,497.4	26,502.8	0.0%	33.1%



AUTHORIZED POSITIONS - FULL-TIME & PART-TIME

AGENCY	FY 2020 BUDGET		FY 2021 BUDGET		FY 2022 BUDGET	
	Full-Time	Part-Time/ Temporary	Full-Time	Part-Time/ Temporary	Full-Time	Part-Time/ Temporary
COUNTY EXECUTIVE	1	9	1	9	1	8
CIRCUIT COURT	91	0	91	3	93	3
ORPHANS' COURT	4	1	5	0	5	0
BOARD OF ELECTIONS	0	12	0	12	0	12
OFFICE OF BUDGET & FINANCE	95	26	97	26	90	23
ADMINISTRATIVE OFFICER	1	26	1	29	1	30
DEPARTMENT OF CORRECTIONS	443	39	443	39	443	41
STATE'S ATTORNEY	136	0	137	0	137	0
OFFICE OF LAW	23	20	26	19	45	22
DEPARTMENT OF PLANNING	31	13	36	6	30	9
OFFICE OF HUMAN RESOURCES	29	11	27	10	37	10
EMERGENCY COMMUNICATIONS CENTER	203	2	203	2	204	2
POLICE DEPARTMENT	2,190	369	2,280	328	2,241	374
FIRE DEPARTMENT	1,082	5	1,115	5	1,118	5
PERMITS, APPROVALS & INSPECTIONS	130	61	136	55	130	66
COUNTY SHERIFF	90	0	90	4	93	0
LIQUOR BOARD	0	24	0	24	0	24
PROPERTY MANAGEMENT	177	66	180	63	182	61
HEALTH DEPARTMENT	324	301	328	327	324	337
DEPARTMENT OF SOCIAL SERVICES	59	138	61	142	55	142
DEPARTMENT OF AGING	103	138	119	116	117	118
UMD COOPERATIVE EXTENSION	2	0	2	0	2	0
DEPT OF RECREATION & PARKS	76	107	75	108	80	108
ENVIRON. PROTECTION & SUSTAINABILITY	72	8	77	6	75	9
COUNTY COUNCIL	13	23	13	23	13	23
COUNTY AUDITOR	17	0	17	0	17	0
BOARD OF APPEALS	2	7	2	7	2	7
ECONOMIC DEVELOPMENT	1	16	1	18	1	19
LOCAL MANAGEMENT BOARD	0	4	0	4	0	4
HOUSING OFFICE	0	63	0	66	0	69
ORGANIZATIONAL CONTRIBUTIONS	0	0	0	0	0	0
COMMUNITY DEVELOPMENT	0	27	0	27	0	43
INFORMATION TECHNOLOGY	62	169	59	173	58	178
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION	847	110	882	113	893	116
OFFICE OF ETHICS & ACCOUNTABILITY	0	2	1	1	1	2
OFFICE OF WORKFORCE DEVELOPMENT	5	39	5	38	5	41
<u>OTHER AUTHORIZED POSITIONS</u>						
SOCIAL SERVICES - STATE	10	0	10	0	10	0
BOARD OF ELECTIONS - STATE	26	0	26	0	26	0
COOPERATIVE EXTENSION - STATE	5	3	5	3	5	3
INTERNAL SERVICE FUNDS	48	1	48	1	48	2
SUBTOTAL	6,398	1,840	6,599	1,807	6,582	1,911
COMMUNITY COLLEGE (FTE)	1,687		1,695		1,640	
DEPARTMENT OF EDUCATION (FTE)	15,770		15,904		15,907	
DEPARTMENT OF LIBRARIES (FTE)	492		493		463	
SUBTOTAL	17,949	0	18,091	0	18,010	0
TOTAL POSITIONS	24,347	1,840	24,690	1,807	24,592	1,911



AUTHORIZED POSITIONS - BY FUND

AGENCY	FY 2020 BUDGET		FY 2021 BUDGET		FY 2022 BUDGET	
	General Fund	All Other Funds	General Fund	All Other Funds	General Fund	All Other Funds
COUNTY EXECUTIVE	10	0	10	0	9	0
CIRCUIT COURT	65	26	68	26	69	27
ORPHANS' COURT	5	0	5	0	5	0
BOARD OF ELECTIONS	12	0	12	0	12	0
OFFICE OF BUDGET & FINANCE	121	0	123	0	113	0
ADMINISTRATIVE OFFICER	27	0	30	0	31	0
DEPARTMENT OF CORRECTIONS	480	2	480	2	480	4
STATE'S ATTORNEY	131	5	132	5	132	5
OFFICE OF LAW	43	0	45	0	67	0
DEPARTMENT OF PLANNING	44	0	42	0	39	0
OFFICE OF HUMAN RESOURCES	40	0	37	0	47	0
EMERGENCY COMMUNICATIONS CENTER	205	0	205	0	206	0
POLICE DEPARTMENT	2,536	23	2,549	59	2,558	57
FIRE DEPARTMENT	1,070	17	1,091	29	1,094	29
PERMITS, APPROVALS & INSPECTIONS	191	0	191	0	196	0
COUNTY SHERIFF	90	0	94	0	93	0
LIQUOR BOARD	24	0	24	0	24	0
PROPERTY MANAGEMENT	243	0	243	0	243	0
HEALTH DEPARTMENT	332	293	337	318	348	313
DEPARTMENT OF SOCIAL SERVICES	105	92	102	101	96	101
DEPARTMENT OF AGING	69	172	56	179	56	179
UMD COOPERATIVE EXTENSION	2	0	2	0	2	0
DEPT OF RECREATION & PARKS	183	0	183	0	188	0
ENVIRON. PROTECTION & SUSTAINABILITY	76	4	78	5	79	5
COUNTY COUNCIL	36	0	36	0	36	0
COUNTY AUDITOR	17	0	17	0	17	0
BOARD OF APPEALS	9	0	9	0	9	0
ECONOMIC DEVELOPMENT	14	3	14	5	15	5
LOCAL MANAGEMENT BOARD	0	4	0	4	0	4
HOUSING OFFICE	0	63	0	66	0	69
ORGANIZATIONAL CONTRIBUTIONS	0	0	0	0	0	0
COMMUNITY DEVELOPMENT	0	27	0	27	0	43
INFORMATION TECHNOLOGY	231	0	232	0	236	0
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION	620	337	642	353	637	372
OFFICE OF ETHICS & ACCOUNTABILITY	2	0	0	2	0	3
OFFICE OF WORKFORCE DEVELOPMENT	0	44	0	43	3	43
<u>OTHER AUTHORIZED POSITIONS</u>						
SOCIAL SERVICES - STATE	0	10	0	10	0	10
BOARD OF ELECTIONS - STATE	0	26	0	26	0	26
COOPERATIVE EXTENSION - STATE	0	8	0	8	0	8
INTERNAL SERVICE FUNDS	0	49	0	49	0	50
SUBTOTAL	7,033	1,205	7,089	1,317	7,140	1,353
COMMUNITY COLLEGE (FTE)	1,687		1,695		1,640	
DEPARTMENT OF EDUCATION (FTE)	15,130	640	15,259	645	15,257	650
DEPARTMENT OF LIBRARIES (FTE)	492		493		463	
SUBTOTAL	17,309	640	17,446	645	17,360	650
TOTAL POSITIONS	24,342	1,845	24,535	1,962	24,500	2,003



FIVE YEAR SUMMARY OF GENERAL FUND REVENUES AND EXPENDITURES

From FY 2018 through FY 2022, total revenues are projected to increase from \$1.952 billion to \$2.257 billion or 15.6%. From FY 2018 to FY 2021 revenues have exceeded on-going expenditures and the FY 2020 to FY 2022 budgets have maintained strong fund balances as the County made a concerted effort to control personnel related costs without resorting to lay-offs or furloughs.

A moderately expanding economy has contributed to increasing General Fund revenues since FY 2018 however the impact of COVID-19 has generated uncertainty, particularly in income tax, in FY 2020 and beyond. Potential impacts have been offset by the income tax rate increase from 2.83% to 3.2% effective January 1, 2020, as well as strong reconciling distributions from previous tax years. In addition, despite the impact of the pandemic on households nationwide, it has not resulted in a significant decline in tax collections in Baltimore County to date. In part, this is due to the types of industries most affected by shutdowns, including leisure and hospitality, which do not impact Baltimore County as heavily as some other local governments. Growth in property tax revenues is expected to accelerate due to the State's reassessment of the County's eastern region, which showed strong growth but was partially offset by the Homestead Property Tax Credit. The credit limits the growth in property taxes to 4% per year and is expected to be \$12.0 million in FY 2022 compared the \$11.4 million estimated in FY 2021.

The County has taken several steps to enhance revenues in the last five years. In FY 2019, 89 fees were proposed to County Council for revision, the last large review of County fees occurred in FY 2011. In the FY 2020 budget, enhancements included an Income Tax rate increase (2.83% to 3.2%), the addition of a Cell Phone Tax (8%), the introduction of a surcharge on cable television bills to cover the cost of public, educational and government programming (1%) and by increasing to Hotel and Motel Taxes (8% to 9.5%). No changes to tax rates or revenues enhancements are included in the budget for FY 2021 or FY 2022.

FIVE YEAR REVENUE TREND (\$000)

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Actual	Estimate	Budget
Property Tax	947,350	980,126	1,013,000	1,046,559	1,072,947
Income Tax	680,282	734,948	862,704	867,290	871,118
Service Taxes	155,409	159,000	164,983	159,952	159,851
Intergovernmental	49,321	52,542	49,705	48,919	49,004
Other Revenue	120,573	116,815	118,187	114,499	104,515
Total	1,952,934	2,043,432	2,208,579	2,237,220	2,257,435
	-0.98%	4.63%	8.08%	1.30%	0.90%

Over the 5-year period (FY 2018 to FY 2022), one of the biggest expenditure trend changes was in OPEB (Other Post Employment Benefits) funding. In order to stabilize the General Fund Balance following the revenue shortfall of the FY 2010-FY 2012 period, the County cut OPEB contributions to zero in FY 2011 and FY 2012. Funding for the Central Government OPEB began to be restored in FY 2013 and reached 100% of the countywide Actuarially Determined



Contribution (ADC) in FY 2015. Subsequently it was reduced to 90% of the ADC level in FY 2016. The OPEB assets at the end of FY 2016 total \$435 million. OPEB contributions were reduced in FY 2017, then again in FY 2018 to less than 30% of the ADC as the County redirected funding to address bond rating agencies priorities and the need of funds for Capital Budget PAYGO.

FIVE YEAR EXPENDITURE TREND (\$000)

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Actual	Estimate	Budget
GENERAL FUND					
General Government	\$102,587	\$104,914	\$104,969	\$108,121	\$117,006
State Mandated Agencies	24,469	25,298	24,106	27,853	29,483
Public Safety	361,102	370,993	392,552	403,700	411,432
Public Works and Transportation	114,357	108,079	101,345	111,637	112,937
Health & Human Services	41,075	41,878	40,176	47,429	49,346
Education & Community College	888,316	929,855	996,737	994,827	1,033,229
Library & Recreation Services	50,241	50,952	51,787	52,779	56,633
Economic & Community Dev.	1,295	1,357	980	1,470	2,613
Non Departmental *	324,415	361,588	365,721	435,022	460,266
Total G.F. Expenditures (\$000) **	\$1,907,857	\$1,994,914	\$2,078,373	\$2,182,838	\$2,272,945
% Change	1.81%	4.56%	4.18%	5.03%	4.13%
Population ***	828,431	832,512	854,535	858,808	863,102
% Change	-0.02%	0.49%	2.65%	0.50%	0.50%
Personal Income (billions\$) ***	50.994500	52.788511	53.815196	55.706800	57.664894
Per Capita Income	61,556	63,409	62,976	64,865	66,811
Spending as % Personal Income	3.74%	3.78%	3.86%	3.92%	3.94%
CPI Price Deflator (FY)	1.048	1.070	1.087	1.11	1.14
% Change	2.25%	2.08%	1.57%	2.50%	2.50%
Spending in FY14 Constant Dollars (\$000)	\$1,819,788	\$1,864,055	\$1,912,020	\$1,959,145	\$1,990,262
% Change	-0.44%	2.43%	2.57%	2.46%	1.59%
Per Capita Spending	\$2,303	\$2,396	\$2,432	\$2,542	\$2,633
Per Capita in FY14 Constant Dollars	\$2,197	\$2,239	\$2,237	\$2,281	\$2,306

* Retirement & Social Security, Health & General Insurance, Debt Service, Matching Grants.

** Expenditures are net of any appropriation to the Reserve Accounts, Current Expense payments to the Capital Budget, Local Share and non-recurring items excluded from Education's Maintenance of Effort.

*** Calendar year population and income levels are used in place of fiscal year.



During this period, the County acted several times to stabilize the Employee Retirement System (ERS). At the end of FY2015 and FY2016, the ERS discount rate, which reflects the true earnings forecast for the System, was lowered to 6.75% and 6.375%, respectively. In FY 2017 the County moved from its age-at-entry contribution basis for employees hired pre July 2007 to flat contribution rates. This brought a net increase in contribution to the system.

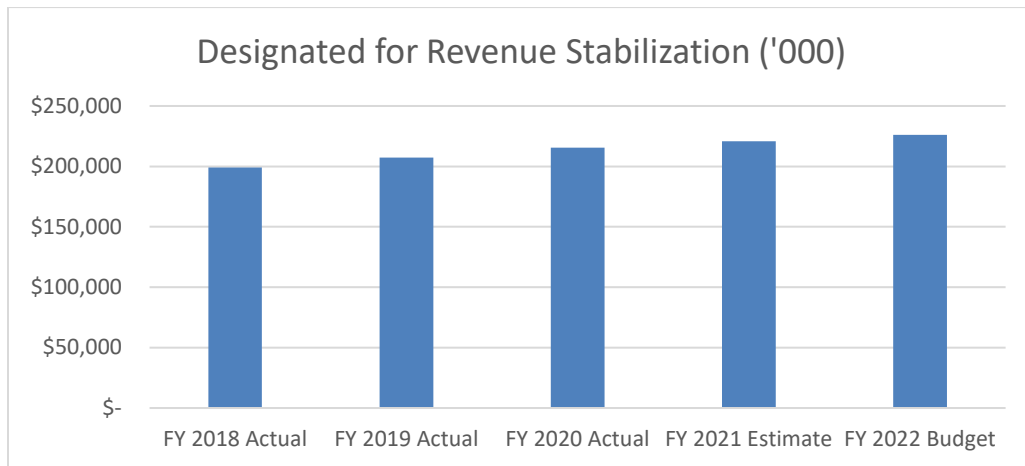
The County implemented other cost containment steps such as expanding the outsourcing of property & grounds maintenance contracts while bringing in-house the services at the County's solid waste facilities in FY 2018. The County also realized significant savings by switching telephone service from signaling trunk usage to Voice Over Internet Protocol. The FY 2020 budget included additional operational savings by transferring responsibility of recreational field preparation to volunteer recreation councils, turning off unused cell phones, and installing technology in public works vehicles and snow plows to reduce the amount of excess road salt used during winter events.

In addition, expenditures were contained with multiple negotiated labor agreements through FY 2020. These provided no Cost-of-Living Salary Adjustments in exchange for a guarantee of no furloughs or layoffs (until a 3% bonus was provided in FY 2015, a 3% COLA in FY 2016, and a 2% COLA in FY 2017 – 2018 and a 3% COLA effective January 1, 2019). During this same period, costs were further contained as health care subsidy levels were lowered by 5%. FY 2020 included a 2% COLA for teachers and support personnel effective July 1, 2019 and a 2% COLA for other government employees effective June 30, 2020. In light of the COVID-19 pandemic the FY 2021 budget deferred a 2% COLA for County employees until June 30, 2021 and included a 1% COLA effective July 1, 2020 but without salary steps for Baltimore County Public Schools. The FY2022 budget included a 2% COLA effective January 1, 2022 for both County employees and Baltimore County Public Schools.

During this five-year period, the County has maintained a strong General Fund Balance. The Balance is estimated to be at a high of \$378.4 million or 16.9% of revenues by the end of FY 2021, and is projected to step down to 13.0% in FY22. The County has planned this drawdown in the General Fund Balance to a targeted 10% level as it increases PAYGO funding of the capital budget.

FIVE YEAR FUND BALANCE TREND (\$000)

	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2022 Budget
Designated for Subsequent Year	\$ 5,449	\$ -	\$ -	\$ -	\$ -
Designated for Revenue Stabilization	198,995	207,223	215,634	220,809	226,108
Undesignated Balance	0	17,611	128,113	157,597	66,862
Unreserved General Fund Balance	\$ 204,444	\$ 224,834	\$ 343,747	\$ 378,406	\$ 292,970
Balance as a % of Revenues	10.5%	10.9%	15.5%	16.9%	13.0%

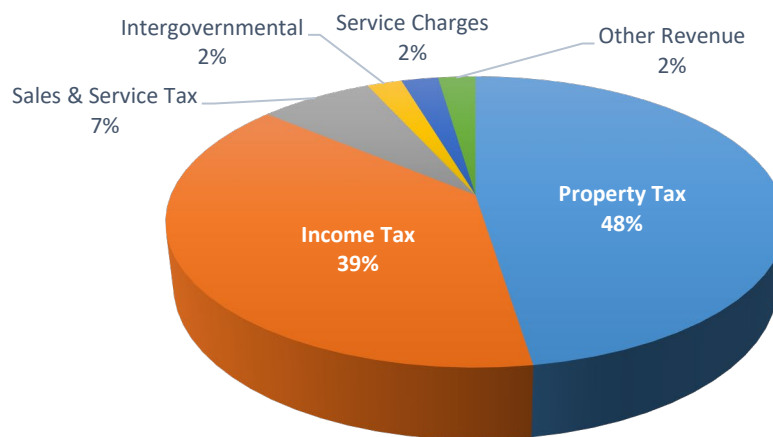




GENERAL FUND OVERVIEW

The General Fund is the County's general operating fund and accounts for all financial resources except those required to be reported in another fund. General Fund revenues support the majority of services provided by Baltimore County and are comprised of both tax and non-tax dollars. Taxes provide the greatest source of revenue – approximately 94%. Non-tax revenues include licenses, governmental aid, fees for service, fines, and investments and account for approximately 6% of the General Fund.

FY2022 General Fund Revenue \$2,257,435,180



In a typical budget year, trend analysis is utilized for long range and most short range revenue estimates. However, the impacts of the COVID-19 pandemic on local and global economies caused forecasts for Fiscal Year 2020 and 2021 to be far from typical and the County had to respond to an unprecedented and rapidly changing fiscal environment. The County closely monitored the pandemic's projected impact to local revenue and responded with two General Fund write-downs. The first occurred prior to the County Executive's annual budget message and represented a \$40 million decrease in anticipated Fiscal Year 2021 revenues from peak projections in February. The second occurred prior to the County Council's Adoption of the FY 2021 budget and represented an additional write-down of revenues totaling \$63.2 million in FY 2020 and \$69.3 million in FY 2021. General fund revenues forecasted to be most impacted by the pandemic included Income Tax, Transfer and Recordation Taxes, Investment Income, Motel and Hotel Taxes, and Admissions and Amusement Taxes. Although impacts to revenues have not been as severe as originally anticipated, particularly to Income, Transfer and Recordation Taxes, the projected rise of COVID-19 cases and the Delta variant continue to make future revenue collections uncertain. The County remains committed to taking appropriate actions to ensure the well-being of its residents and employees and maintaining a fiscally responsible budget.



General Fund revenues in FY 2022 are estimated to be \$2,257,435,180. This is a 0.90% increase over the current FY2021 estimate of \$2,237,219,667. In order to correct projected shortfalls of \$80 million during the Fiscal Year 2020 budget cycle, Baltimore County included several significant changes to general fund revenues, most notably an increase to the Income tax rate from 2.83% to 3.2% effective January 1, 2020. No changes to tax rates or additional revenue enhancements were included in the FY 2021 or FY 2022 budgets.

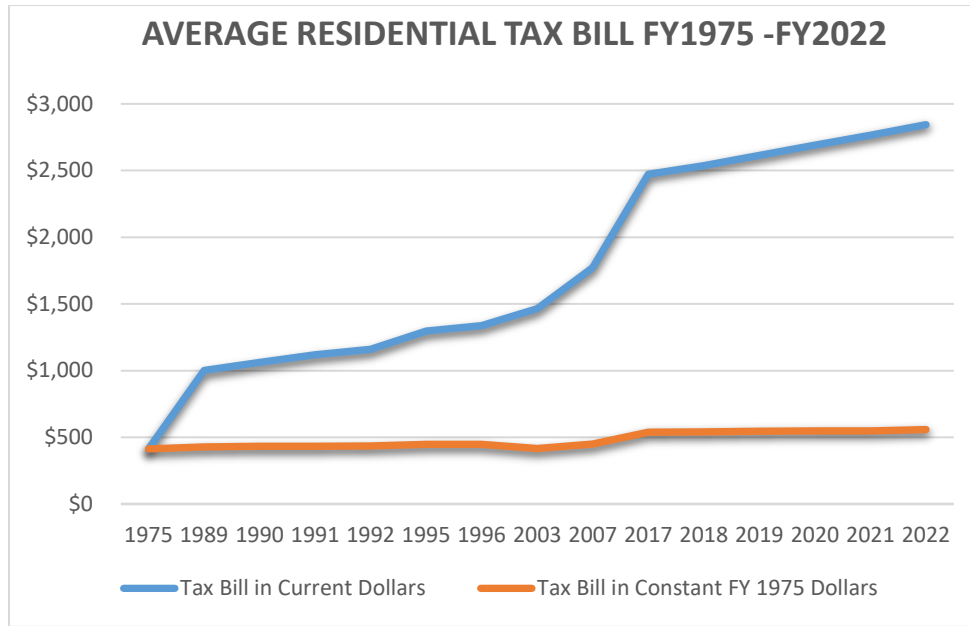
GENERAL FUND TAX REVENUES

Taxes in Baltimore County are made up of property taxes, income taxes, and sales and service taxes. The State of Maryland Department of Assessments & Taxation provides projections of assessable base used for short range property tax estimates. Analysis of economic conditions, historical tax distributions, as well as personal income projections by Moody's Analytics, have been used to calculate short range income tax estimates. Finally, trend analysis and the experience of the estimator is used to forecast the impact that a changing economic environment will have on certain revenues, especially transfer/recording taxes in the sales and service tax category.

PROPERTY TAXES

The County levies taxes on both real and personal property with the value of the two classes of property being determined by the State Department of Assessment and Taxation. Each class is currently assessed for tax purposes at 100% of its full cash value. One-third of the real property base is physically inspected and revalued once every three years and any increase in full value arising from such reassessment is phased in over the ensuing three taxable years in equal annual installments. Any assessment resulting in a decrease in full value becomes fully effective in the first year. The projected assessed value of all real property in Baltimore County for FY 2022 is \$92.6 billion, an increase of \$3.2 billion or 3.6% from FY 2021. Due to reassessments taking place every three years, property tax collections are less responsive in the short term to economic impacts like those seen on other taxes as a result of the COVID-19 pandemic.

Property tax rates remain \$1.10 per \$100 of assessed value for real property and \$2.75 per \$100 of assessed value for personal property. These rates have been unchanged since FY 2007 and have not increased since FY 1989.

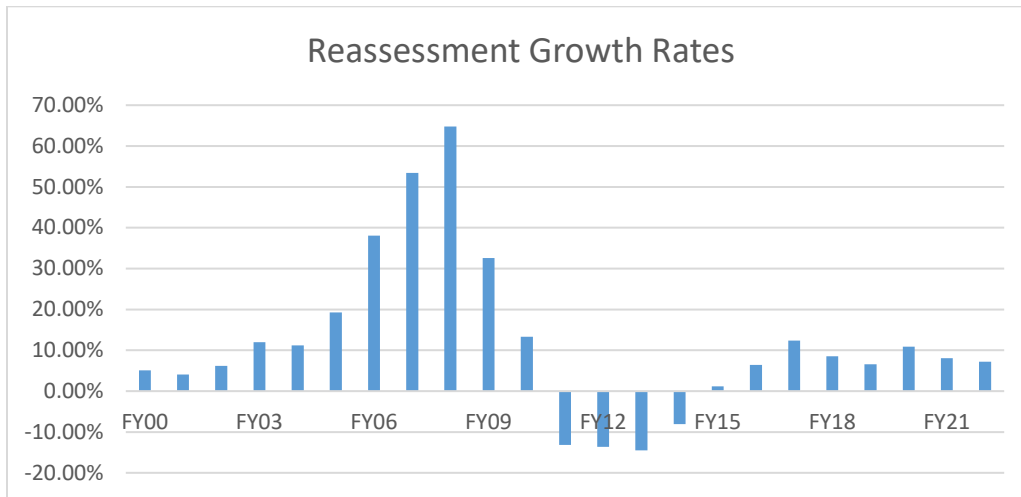


<u>Fiscal Year</u>	<u>Tax Rate Per \$100 of Assessment</u>	<u>Average Residential Tax Bill*</u>	<u>Tax Bill Adjusted for Inflation</u>
1975	\$1.605	\$413	\$413
1989	1.251	1,002	428
1990	1.230	1,062	433
1991	1.183	1,119	433
1992	1.146	1,159	434
1995	1.142	1,296	446
1996	1.142	1,338	448
2003	1.115	1,465	417
2007	1.100	1,772	449
2017	1.100	2,472	538
2018	1.100	2,538	540
2019	1.100	2,613	545
2020	1.100	2,690	547
2021	1.100	2,764	549
2022	1.100	2,844	558

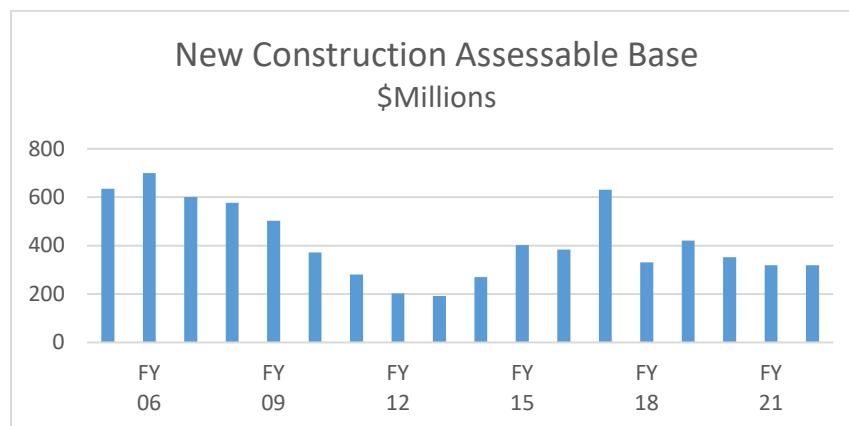
* Note. These amounts have been adjusted for the Homestead Tax Credit. Although the Homestead Credit limits the annual growth in assessment of certain homes to 4%, the overall average tax bill can increase by more than that percentage due to the growth in assessment on homes which do not qualify for the credit. Beginning in FY 2007, this amount was also adjusted for the Local Homeowner Tax Credit.



The national housing boom caused peak revenue growth from the reassessment of real property in FY 2008 with a 64.8% increase in the three year reassessment of properties within the western third of Baltimore County. The subsequent decline in assessments reached a low of -14.5% in FY 2013 and began to recover in FY 2015.



The FY 2022 assessments on properties represented the eastern portion of the County (Group 3) and showed a 7.2% triennial increase compared to the statewide increase of 8.1% Last year Group 2, the central most portion of the County, experienced an 8.1% increase in value. Current forecasts estimate that Group 1 will experience a 6% gain in FY2023. Even during the years with declining reassessments, there continued to be some modest growth in taxes from new construction, about \$2 - \$3 million annually.



Personal property is expected to decrease 4.3% from FY20 to FY22. The ten year average growth of personal property is 2.41%.

The Homestead Tax Credit is designed to limit the tax burden on property owners whose property assessments have increased. State law provides that no county can adopt a local cap higher than 10% over the previous year's taxable assessment and authorizes Maryland counties to establish a lower cap. Baltimore County has established a homestead property credit that



capped assessment growth on residential property at 4%. This means that most homeowners, no matter how large an increase in the assessed value of their property, will be taxed on a maximum 4% growth in assessment. For FY 2022, the revenue loss due to the Homestead Property Tax Credit is estimated at \$12.0 million.

Along with the Homestead credit, a Homeowner's Credit (Circuit breaker) Program acts to lower a taxpayer's tax liability based on the ability of the homeowners to pay property taxes. The homeowner's credit program will reduce property taxes by approximately \$8.6 million in FY 2022, but the County is fully reimbursed through a state grant-in aid. Beginning in FY 2007, the County also provides a Local Homeowner's Credit Supplement of up to \$160, which will reduce taxes by \$1.4 million in FY 2022. In addition, the County offers a 1% discount for tax bills paid in July and .5% for August payments. A 1% per month penalty is assessed on tax bills not paid by September 30th.

The Maryland General Assembly allows semi-annual payments in all Maryland counties. In FY 2022, 147,000 or 60.5% of 243,000 eligible tax payers are expected to pay semi-annually. Taxpayers in owner-occupied housing currently have the option of paying half of the real property tax by September and the balance of taxes due by January. Business properties with a tax bill less than \$100,000 are currently allowed to make semi-annual payments.

Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Real Property	955.4	988.5	983.0	1,018.3	3.59%
Personal Property	102.7	95.7	99.6	98.2	-1.41%
Discounts/Credits	(53.4)	(48.4)	(49.4)	(50.9)	3.14%
Other	8.3	7.6	13.4	7.4	-44.76%
Total	1,013.0	1,043.5	1,046.6	1,072.9	2.52%

The County relies on assessment data, a measure of prices and sales provided by the Department of Assessment & Taxation, to forecast property taxes. The County uses trend analysis to forecast the various discounts and credits.

INCOME TAX

The structure of local income taxes is currently a flat-rate tax applied to all taxable income versus the previous "piggyback" structure based on an amount of the state tax. After careful review of potential budget reductions, alternative revenue enhancements, and collaboration with residents about their priorities and community needs the County raised the income tax rate from 2.83% to 3.2% effective January 1, 2020 for the FY 2020 budget.

Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Income Tax	862.7	811.2	867.3	871.1	0.44%



Although the first stages of the COVID-19 shutdown occurred during the FY 2020 budget cycle, the timing of income tax distributions meant careful consideration of the pandemic's effect would need to be taken for FY 2021 and onward.

Prior to adopting its FY 2022 spending guideline, the Spending Affordability Committee reviewed current and projected economic conditions to gain an understanding of the basis for its consultant's personal income estimates and forecast. In its January 2021 report, the consultant (Sage Policy Group, Inc.) predicted that Baltimore County personal income would grow 4.45% in FY 2021 and 4.40% for FY 2021.

On March 5, 2020 the Governor of the State of Maryland proclaimed a state of emergency that was renewed again on March 17, 2020. Beginning March 19, 2020 the County Executive issued a series of orders and declarations regarding the COVID-19 pandemic precluding gatherings or events with ten or more people and restricting the operations of certain businesses in the County. These orders came at a time when the Executive's Annual Budget Message was being prepared for release on April 14, 2020. In response to the pandemic the Office of Budget and Finance reduced projected revenues for FY 2021 from their February peak by \$40 million with \$28.7 million of these forecasted reductions being related to Income Tax. These projected revenues included 0% growth for Tax Year 2020 and 1.5% growth for Tax Year 2021 after adjustments for the new tax rate effective January 1, 2020. The Executive's Budget Message further stated "given both the rapidly changing nature and severity of the economic decline ahead, it is reasonable to expect another revenue write-down before the County Council completes its work on the budget." This write down occurred in May 2020 and included an additional reduction of \$49.7 million in income tax. Baltimore County based its income tax on forecasts provided by Moody's Analytics for previous tax years, numerous discussions among Budget and Finance Affiliate members coordinated by the Maryland Association of Counties, and on revenue forecast information provided by the State Comptroller's Office and the Bureau of Revenue Estimates in April. This forecast included a 22% reduction in second quarter income tax withholdings for tax year 2020 and assumptions of 0% income growth through the end of tax year 2021. Distributions for the second quarter of tax year 2020 reflecting the height of the COVID-19 shutdown would not be received by Baltimore County until after the adoption of the FY 2021 budget.

Actual income tax collections in FY 2021 were much more positive than anticipated with forecasts \$56.1 million over budgeted levels. Part of this is believed to be a result of income tax collected from unemployment benefits, which for some recipients exceeded work earnings, however the passage of the RELIEF Act largely eliminated the taxation of these benefits and is forecasted to impact distributions in future fiscal years. Income tax revenues are also believed to have been less impacted due to the types of industries hurt most by the shutdowns, including the accommodations and food service industries who bore the brunt of the recession but do not make up a large portion of tax collections. According to the December Board of Revenue Estimates meeting held by the State, Taxpayers making less than \$50,000 accounted for 43% of all taxpayers in 2019, but only made up 6.6% of income tax. Although the COVID-19 pandemic has made a significant impact on households, it has not resulted in a significant decline in tax collections.



Strong growth in personal income has been reported in previous fiscal years. In its January 2020 report, Sage Policy Group, Inc. predicted that Baltimore County personal income would grow 4.16% in FY 2020 and 3.9% for FY 2021. This prediction, and the resulting recommendations of the Spending Affordability Committee in February, came prior to the COVID-19 pandemic. In its January 2019 report, Sage Policy Group predicted that Baltimore County Personal income would grow 4.31% in FY 2019, which was in line with the 4.36% forecast for the State of Maryland. Despite reported personal income and employment growth in Baltimore County, Income Tax results have fallen short of original estimates in recent years with a shortfall of \$51.4 million in FY 2018 and \$38.6 million in FY 2019. It is assumed recent income taxes had been impacted by the tax burden shifting as very high income residents delayed normal capital gains recognition and that many tax advisors may have considered the possibility of federal tax cut legislation.

The Maryland Bureau of Revenue Estimates projected the federal Tax Cuts and Jobs Act of 2017 (TCJA) would result in a \$2.75 billion net federal tax cut for Maryland taxpayers. However, the changes in TCJA that increased the standard deduction and eliminated most itemized deductions are expected to result in many tax payers switching to the standard deduction on the Federal level and therefore also using the State's standard deduction. This change would cause taxpayers to pay less in combined State and federal tax while paying more in State tax than in previous years and result in additional State and local income tax revenues. Baltimore County's projection of increased income tax due to TCJA, based on the State's estimate, grows from \$19 million to \$23.3 million in Tax Years 2018 to 2024. FY 2019 is projected to be the first budget year impacted with \$7.8 million in projected additional revenue, \$30.2 million in FY 2020, \$15.2 million in FY 2021 and \$17.7 million for FY 2022.

Finally, the County has assumed some loss in revenue due to the Wynne Case, which held that Maryland violated the Commerce Clause because it did not permit a taxpayer to take a credit against the county portion of the personal income tax for taxes paid to other states. The matter was argued before the U.S. Supreme Court and the FY16 budget reflected the County's belief that Maryland counties would prevail. However, the Supreme Court issued a decision in favor of taxpayer Wynne. As a result, the State Comptroller will implement guidelines established by the Maryland General Assembly to recoup any accrued tax liability from local governments over 20 quarters beginning in May 2021. Baltimore County's estimated liability for the 2007 – 2014 period is \$50.1 million. In anticipation of these payouts, the County used \$25.4 million of excess funding sitting in the Employee Health Insurance Reserve at the end of FY 2016 to begin to cover these claims tied to prior tax years. The remaining \$24.7 million will begin to impact Income Tax revenues in FY 2023, with a loss of \$0.7 million.

SALES & SERVICE TAXES

Baltimore County imposes excise taxes on certain activities conducted within the County. The most notable of these is the Title Transfer tax levied upon the transfer or sale of any property and the Recordation Tax which is a tax on deeds and other such documents conveying title to property.



Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Transfer Tax	78.6	61.7	80.0	75.2	-6.00%
Recordation Tax	35.8	27.6	36.5	33.9	-7.00%
Electricity Tax	13.5	13.7	12.8	13.0	1.37%
Telephone Tax & Cell Phone Tax	12.5	13.0	12.0	11.9	-0.92%
Other	24.6	23.5	18.6	25.8	38.67%
Total	165.0	139.6	160.0	159.9	-0.06%

The Baltimore County Title Transfer Tax rate is set at 1.5% of the consideration. In an effort to stimulate home ownership in Baltimore County for individuals who find closing costs a barrier to a home purchase, the first \$22,000 of consideration on the transfer of an owner-occupied dwelling is exempt from Title Transfer Tax. The County uses economic trends such as housing sales and mortgage rates in its forecast of Title Transfer revenue. Although previous forecasts for FY 2020 and FY2021 included expectations for property related transaction taxes to remain relatively flat, the adopted budget included a 7% reduction in these taxes as incomes were expected to be impacted by the COVID-19 pandemic. Like income tax, recordation and transfer taxes performed much better than anticipated during the pandemic, as low interest rates drove demand in the housing market and low supply caused a rise in home prices. The FY 2022 budget assumes recordation and transfer taxes reached peak collections in FY 2021 and have a more conservative level of collections included in the budget.

Electricity Tax rates have remained unchanged since the deregulation of the electric utility industry in 2002 and are currently set at \$0.0053 per kilowatt hour (kWh) for non-residential electricity sales and \$0.00375 per kilowatt hour for large manufacturers. Electricity tax revenues are projected to increase slightly from \$12.8 to \$13.0 million.

Baltimore County has had its Telephone Tax in place for several decades. It is an excise tax of 8% on all calls originating in the County. The broad base of the tax should make it applicable to both land lines and cellular phones. Yet, in recent years there has been non-compliance by the cellular industry and thus the true tax base did not keep pace with population growth, the previous long term trend. Fiscal Year 2020 included revenue from new legislation to expand the scope of the county telephone tax to include such services as Voice-over-Internet Protocol and levying an 8% tax on wireless services. Telephone and Cell Phone taxes are expected to generate \$11.9 million in revenue in FY 2022.

Other local taxes include taxes on the sale of emergency 911-telephone service (75 cents per line per month), admission and amusement (10% of receipts), trailer parks (7% of rent up to \$20 per pad per month, and hotel occupancy (9.5%). Of these, Admission and Amusement Taxes and Hotel and Motel Taxes have been more heavily impacted by the COVID-19 Pandemic. Hotel Tax rates increased in FY 2020 from 8% to 9.5% and expanded to capture fees to intermediaries like online travel sites and Airbnb. However, due to COVID-19 shutdowns, a forecast of the final



months of FY 2020 assumed a 70% reduction in revenue with a return to more normal collection levels in FY 2021. Actual impacts were more delayed with the bulk of the revenue decline occurring in FY 2021 with a forecasted reduction of 39%. Forecasts for Admission and Amusement Taxes assumed the loss of roughly one quarter of revenue for FY 2020 and FY 202 however longer than anticipated closures showed a sharper decline for FY 2021 than budgeted with a forecasted reduction of roughly 50%. The FY 2022 budget assumes a return to more normal fiscal year revenue collections. Taxes on Trailer Parks were repealed effective October 29, 2019 through County Council Bill 76-18. Although the 911-telephone service fee did not increase in FY 2020, House Bill 397 is expected to generate an increase in revenue as fees will be able to be applied multiple times each month to a single account holder depending on the voice channel capacity of the account, whereas each account only paid the fees once per month under the previous law. This change was effective July 1, 2019. The County uses Trend Analysis to forecast these taxes and the electricity and telephone taxes.

GENERAL FUND NON TAX REVENUES

INTERGOVERNMENTAL AID

Intergovernmental Aid from the State and federal governments were formerly the largest source of revenue to Baltimore County outside of taxes but are now in line with revenue collections for service charges and other revenue at roughly 2% of the overall general fund revenue forecast. Cuts to these areas can have a significant impact on revenues.

State shared revenues, both from the Highway User tax on gasoline and motor vehicles, and license fees on County businesses, have proven to be very sensitive to the condition of our economy. For example, a strong economy can garner significant improvement in Highway User tax receipts while revenues drop when people drive less due to high gas prices or when they do not purchase vehicles because they cannot get a loan. Historically the State of Maryland has also made several changes to control on-going costs when faced with structural deficits that have impacted Baltimore County. This has effected both State Shared Revenues' Highway User Revenue as well as other categorical aid for health, public safety and reimbursements for State credit programs.

Some aid, such as Police aid, has been restored since previous economic downturns. Police Aid was scheduled to be fully restored in FY16, but the Maryland General Assembly postponed its implementation. Baltimore County's population has grown so that it graduated into the second highest density funding tier (over 1,300 people per square mile) under the Police Aid formula. The impact was a \$2 million, 21% increase in this aid for FY16 and an additional \$754,000 increase in FY 2017. Police Aid is expected to be \$12.7 million in FY 2022.

Other aid, such as Highway User Revenue have been increased but have not approached previous levels of revenue. In FY 2007 Highway User Revenues reached a high of \$43 million. In FY 2010 they were reduced to \$1.9 million. For FY 2021 Highway User Revenues were expected to reach \$9.2 million in FY 2021 but the State revised estimates down by 11.5% or to \$8.2 million



(After the FY 2021 Budget Adoption) due to anticipated impacts of COVID-19. The FY 2022 budget includes a slight rebound to \$8.7 million based on State revised estimates.

Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Shared Taxes & Fees	9.9	11.4	10.1	10.7	6.10%
State Aid	33.9	35.0	33.9	33.6	-1.11%
Federal Aid	5.9	4.9	4.9	4.7	-3.21%
Total	49.7	51.2	48.9	49.0	0.17%

The State has also historically used cost transfers rather than direct aid reductions when faced with budgetary challenges. In FY 2013 cuts were applied to non-county funding at the Public Schools and the Community College (the County increased funding to the Public Schools to cover a large part of these losses). Baltimore County (along with other counties) was also required to contribute \$4.8 million to cover most of the cost of the State's Department of Assessment and Taxation. This payout, reflected in the budget as a reduction to revenues, is expected to be \$2.9 million in FY 2022. In addition, effective in FY 2013, the County began paying its share of the State's Teacher Retirement System costs, to be phased in over multiple fiscal years. The first year's projected cost was \$15.7 million. The FY 2016 level, after full phase-in, was \$29.4 million. In return, the County began receiving a \$3 million grant in FY 2013 to mitigate the impact.

The federal funds are partial reimbursements of Department of Social Services activities and payments for police participation in federal law enforcement cases. Beginning in FY 2011, the County began receiving reimbursement of the issuer subsidy for bonds issued through the federal American Recovery and Reinvestment Act (ARRA) of 2009. Revenue from this source in FY 2022 should be approximately \$3.1 million.

LICENSES & PERMITS

These fees are charges applied against select businesses and activities usually associated with the licensing and regulation of the activity. This includes charges for items such as building permits, electrical inspection permits, and licenses on amusement devices. In FY 2009 Rental Registration was implemented County-wide and is on a 3 year cycle. This requires owners of buildings with one to six dwelling units to register with Baltimore County. The program, with licenses priced at \$40 and \$50 based on the number of units, was established to provide increased enforcement of County codes and regulations and is expected to generate \$391,000 in FY 2022.



Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Building Permits	2.0	2.0	2.3	2.0	-13.04%
Electrical Inspec.	1.4	1.2	1.1	1.0	-9.09%
Other	2.2	2.1	2.1	2.2	3.34%
Total	5.5	5.3	5.5	5.2	-5.97%

FINES, FORFEITURES AND PENALTIES

A small portion of General Funds are generated from the charges for violations to County regulations. The major components of this category are parking fines and red light citations. Funds in this category are also derived from zoning violation citations, the forfeiture of properties seized as a result of criminal activity and from animal control violations. The speed enforcement camera program that was implemented in FY 2011 in various school districts is not reflected here because it is a restricted Special Fund revenue source.

Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Parking Fines	1.7	1.6	1.0	1.5	50.00%
False Alarm Citations	0.5	0.4	0.6	0.4	-33.33%
Red Light Citations	0.8	0.8	0.8	0.8	-1.84%
Other	2.0	2.7	2.2	1.0	-54.71%
Total	5.1	5.5	4.6	3.7	-19.99%

In late FY 1999, the County implemented a program to reduce the number of false burglar alarms in the County by requiring registration of all alarm systems and imposing a fine on system users who have three or more false alarms in a calendar year. This program has been successful in not only reducing lost police officer time, but also altering the behavior of some of the worst violators.

USE OF MONEY & PROPERTY

This category reflects income generated from the short-term investment of available County funds. The average return-on-investment (ROI) for FY 2022 is projected to be only 0.04% and 0.10% in FY 2021 due to the impacts of COVID-19 compared to 1.50% in FY 2020 and 2.22% in FY 2019. The average portfolio size is also anticipated to increase from \$586 million to \$639 million from FY 2021 to FY 2022.



Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Investment Income	8.2	0.5	0.6	0.3	-54.20%

CHARGES FOR CURRENT SERVICES

User fees and charges for County services can be divided into major groupings of General Government, Recreation, and Health & Human Services. Historically, the prominent fees in the first group are Fire Inspection Fees, Development Fees, and Lien Certificates. Effective Mid FY 2016, EMS Transportation Fees provided another source of income to the county. The county received \$7 million in fees for FY 2016 – less than anticipated due to start-up delays for some hospitals and insurance providers. Collections have since grown and are expected to be \$25.0 million in FY 2022. Recreation Fees are collected at the Rocky Point Beach and Park, fishing center at Loch Raven Reservoir, the Miami Beach and Park, and the Oregon Ridge Lodge. These are expected to be impacted by the COVID-19 pandemic in FY 2020 and FY 2021 and have been budgeted conservatively for FY 2022 as revenues return to more normal levels.

Included in the third group are Landfill Charges paid by commercial haulers at the County landfill and Medicare reimbursements for services provided by the County Health Department. Landfill charges are anticipated to be \$15.8 million in FY 2022.

Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Lien Certificates	1.5	1.0	1.6	1.3	-21.88%
Development Fees	0.7	0.5	0.6	0.5	-16.86%
Recreation Fees	0.6	0.9	0.9	0.7	-16.76%
Landfill Charges	16.1	15.3	19.0	15.8	-16.77%
EMS Fees	27.2	26.5	25.0	25.0	0.00%
Other Services	8.3	9.4	7.6	8.5	11.45%
Total	54.4	53.6	54.7	51.8	-5.33%

OTHER REVENUE

Other revenue is a category of revenue sources that do not conform to any other class. In FY 2022, the major components of this category are attributable to reimbursement to the General Fund for costs incurred on behalf of the Metropolitan District (15%), the franchise fees paid by two local cable television companies (37%), miscellaneous receipts (22%) and facilities/tower rentals (10%). In FY 2020 a 1% fee was budgeted to be added to cable franchise fees to cover the cost of public, educational and governmental programming and was projected to generate an additional \$3.1 million, however negotiations are still ongoing. The FY 2022 budget includes total Cable TV Franchise fees of \$16.0 million.



Revenue (\$ in Millions)	FY 2020 Actual	FY 2021 Budget	FY 2021 Estimate	FY 2022 Budget	% Increase
Metro District Reimbursement	6.8	6.8	6.8	6.5	-3.95%
Cable TV Franchise	15.4	18.2	15.5	16.0	3.57%
Miscellaneous	7.2	15.5	10.5	9.5	-9.16%
Grant Reimbursement	8.9	5.0	10.0	5.5	-45.00%
Facility & Tower Rentals	4.6	4.1	4.5	4.5	-1.66%
Other Receipts	2.3	1.7	1.8	1.5	-14.39%
Total	45.1	51.2	49.1	43.5	-11.23%

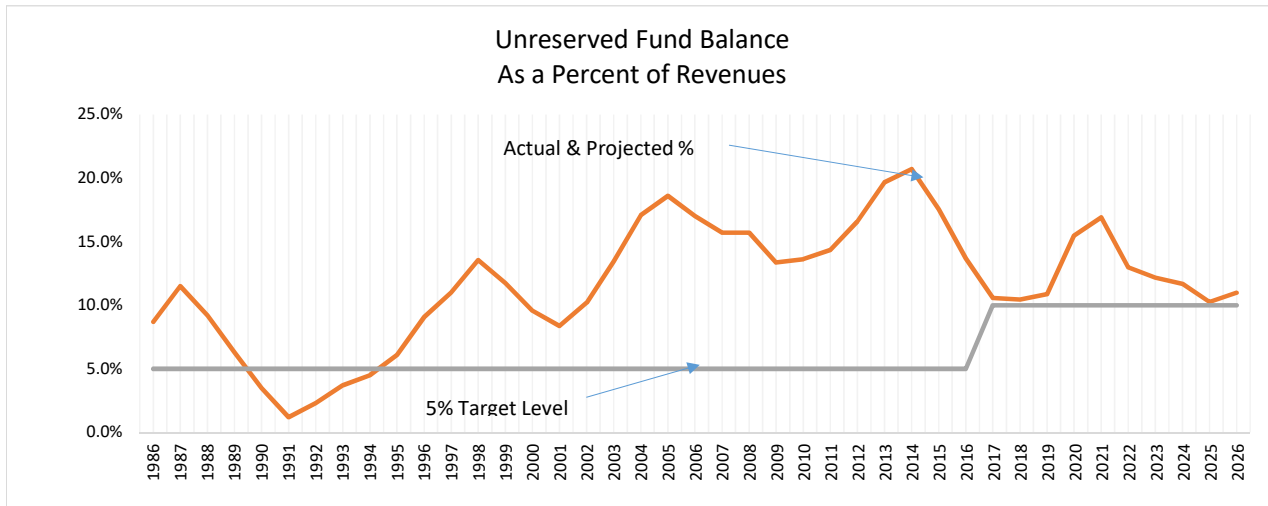
APPROPRIATION FROM FUND BALANCE

The appropriation from Fund Balance is not revenue, but it is a source of funding for the General Fund budget. Therefore an analysis of its status is needed when analyzing the County's revenue choices for the upcoming fiscal year. The General Fund balance consists of two components: the unappropriated balance and the Revenue Stabilization Reserve Account (RSRA).

The RSRA was established within the General Fund as a "rainy day fund" to protect the County from future economic downturns which result in major revenue shortfalls or other fiscal emergencies. The RSRA was established in 1992 with a minimum required balance set at 3% of the expenditure budget, but the County had previously maintained a higher 5% of revenues target for fund balance at fiscal year-end. This long established County financial guideline was codified by raising the account's minimum 5% of the revenue budget starting in FY 2007. Many credit analysts feel that a Triple-A rated county should have a higher ending fund balance. Therefore, the County's financial guideline began to target a minimum 10% balance prior to codifying it at that level in the spring of 2018. The County may have as low as a 7% balance, but may not remain at that level for more than two fiscal years. The accumulated balance of the RSRA at the end of FY 2021 is projected to be, following the transfer of interest earnings and lapsed funds, \$220,808,785, or 10% of the FY 2021 revenue budget. The total FY 2022 RSRA ending balance is estimated to be \$226,108,196, or 10% of the FY 2022 estimated revenues.

The FY 2021 General Fund Balance – unappropriated balance and RSRA - is projected to be \$378,406,186 or 16.9% of estimated total revenues. The FY 2022 General Fund Balance is projected to be \$292,970,343 or 13.0% of estimated total revenues. Both years exceed the County's targeted 10% minimum balance. Additional detail is provided on Exhibit "H".

MULTI - YEAR OUTLOOK FY 2022 TO FY 2026



The Available Balance is the amount of funds which readily can be used to meet normal budget obligations. The Revenue Stabilization Account is a designated cash reserve which, at year end, is maintained at a level equivalent to 10% of budgeted revenues. It can be utilized to eliminate a deficit which could develop due to a severe revenue shortfall. When combined, the two comprise the Unreserved General Fund Balance and represent the total amount of resources that could be used in an emergency.

	Available Balance at July 1	Revenues & Reserve Adjust.	Expenditures	Transfer to Stabilization Account	(A) Available Balance at June 30	(B) Revenue Stabilization Account	(A + B) Combined Unreserved Balance	Balance as % of Revenues
FY 2008	191.4	1,641.0	(1,654.5)	(3.0)	175.0	82.9	257.9	15.7%
FY 2009	175.0	1,637.2	(1,676.2)	(1.1)	134.8	84.1	218.9	13.4%
FY 2010	134.8	1,489.4	(1,505.3)	(0.3)	118.6	84.4	203.0	13.6%
FY 2011	118.6	1,575.3	(1,552.2)	(0.3)	141.5	84.6	226.1	14.4%
FY 2012	141.5	1,631.0	(1,586.5)	(0.2)	185.8	84.8	270.6	16.6%
FY 2013	185.7	1,704.3	(1,639.7)	(0.2)	250.2	85.0	335.2	19.7%
FY 2014	249.4	1,751.7	(1,723.4)	(0.2)	277.5	85.2	362.7	20.7%
FY 2015	277.5	1,821.6	(1,864.9)	(4.2)	230.1	89.3	319.5	17.5%
FY 2016	230.1	1,890.3	(1,951.1)	(3.8)	165.5	93.1	258.7	13.7%
FY 2017	165.5	1,973.5	(2,023.4)	(6.3)	109.3	99.4	208.7	10.6%
FY 2018	109.3	1,956.0	(1,960.3)	(99.6)	5.4	199.0	204.4	10.5%
FY 2019	5.4	2,068.8	(2,048.4)	(8.2)	17.6	207.2	224.8	10.9%
FY 2020	17.6	2,220.2	(2,101.3)	(8.4)	128.1	215.6	343.7	15.5%
FY 2021	128.1	2,238.1	(2,203.4)	(5.2)	157.6	220.8	378.4	16.9%
FY 2022	157.6	2,257.4	(2,342.9)	(5.3)	66.9	226.1	293.0	13.0%
FY 2023	66.9	2,327.2	(2,336.7)	(5.7)	51.7	231.8	283.5	12.2%
FY 2024	51.7	2,390.2	(2,394.7)	(6.5)	40.8	238.2	279.0	11.7%
FY 2025	40.8	2,448.6	(2,476.5)	0.0	12.9	238.2	251.1	10.3%
FY 2026	12.9	2,522.0	(2,495.9)	0.0	38.9	238.2	277.2	11.0%

The five year outlook for revenues and expenditures indicates:

* Fund balances (\$millions) will stabilize around 10% of revenues, the legal target level for the Revenue Stabilization Account.

* A 2% COLA or equivalent salary scale adjustments will be provided to County employees January 1, 2022. It assumes 2.75% average annual salary adjustments that include annual merit and longevity increments. Adjustments have been made for cost increases in certain built-in items such as employee benefits, utilities, and debt service, as well as inflationary growth in other cost items. Funding for at least maintenance-of-effort provisions in the public schools and community college has been included.

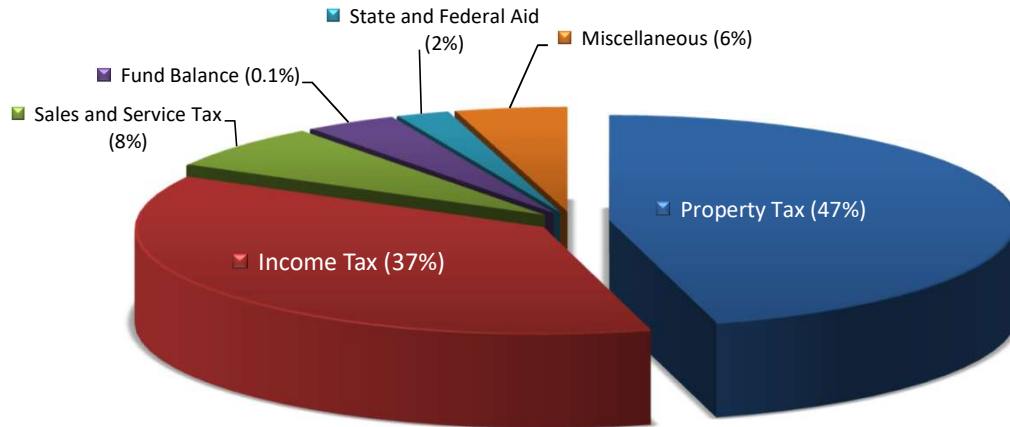
* FY12 General Fund Current Expense contribution to the Capital Budget is \$53.2 million.

* OPEB funding in FY19 is only 5% of \$100 million actual annual cost. Will grow from 48% of cost in FY20 to 76% coverage in FY24.

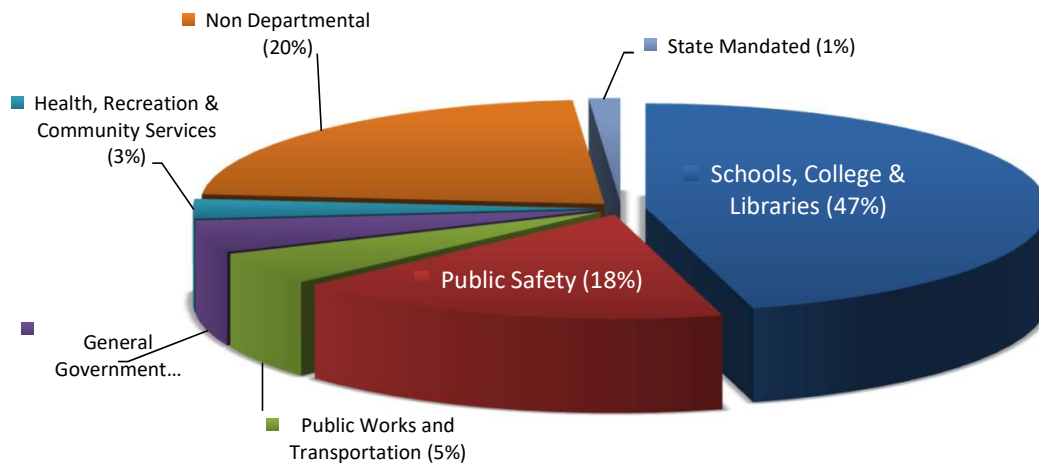


BALTIMORE COUNTY FY 2022 GENERAL FUND OPERATING BUDGET \$ 2.343 BILLION

FY22 General Fund Revenue by Type



FY22 General Fund Expense by Type





FY 2022 GENERAL FUND BUDGET BREAKDOWN

AGENCY	Adjusted	Appropriation	INC/DEC \$	%
<u>General Government</u>				
Office of County Executive	1,089,482	1,084,398	(5,084)	-0.47%
Office of Budget and Finance	8,920,948	8,462,704	(458,244)	-5.14%
County Administrative Officer	3,181,311	3,420,199	238,888	7.51%
Vehicle Operations/Maintenance	468,077	470,000	1,923	0.41%
Office of Law	4,375,064	6,419,403	2,044,339	46.73%
Department of Planning	3,213,785	3,023,913	(189,872)	-5.91%
Office of Human Resources	3,773,530	4,755,393	981,863	26.02%
Department of Permits, Approvals and Inspections	10,156,293	10,436,966	280,673	2.76%
Property Management	36,755,148	38,497,642	1,742,494	4.74%
County Council	2,711,418	2,788,086	76,668	2.83%
County Auditor	1,679,060	1,763,603	84,543	5.04%
Board of Appeals	250,848	265,346	14,498	5.78%
Office of Information Technology	31,255,859	35,263,910	4,008,051	12.82%
Office Ethics & Accountability	290,100	353,994	63,894	22.02%
Subtotal	108,120,923	117,005,557	8,884,634	8.22%
<u>Health and Human Services</u>				
Department of Health	24,301,100	25,807,021	1,505,921	6.20%
Department of Social Services	13,499,341	13,195,681	(303,660)	-2.25%
Department of Aging	3,846,880	3,896,339	49,459	1.29%
Department of Environmental Protection and Sustainability	5,781,783	6,447,251	665,468	11.51%
Subtotal	47,429,104	49,346,292	1,917,188	4.04%
<u>Culture and Leisure Services</u>				
Department of Libraries	35,265,435	36,708,173	1,442,738	4.09%
Department of Recreation & Parks	11,853,094	13,890,108	2,037,014	17.19%
Organization Contributions	5,660,209	6,034,459	374,250	6.61%
Subtotal	52,778,738	56,632,740	3,854,002	7.30%
<u>Economic & Comm. Development</u>				
Department of Economic and Workforce Development	1,470,057	1,643,861	173,804	11.82%
Community Development Grants	0	867,854	867,854	
Workforce Development	0	101,000	101,000	
Subtotal	1,470,057	2,612,715	1,142,658	77.73%
<u>State Mandated Agencies</u>				
Circuit Court	5,291,363	5,548,932	257,569	4.87%
Orphans Court	298,134	336,934	38,800	13.01%
Board of Elections Supervisors	6,219,530	6,312,719	93,189	1.50%
State's Attorney	10,340,732	10,706,179	365,447	3.53%
County Sheriff	5,443,169	6,304,090	860,921	15.82%
Cooperative Extension	260,289	274,608	14,319	5.50%
Subtotal	27,853,217	29,483,462	1,630,245	5.85%
<u>Public Safety</u>				
Department of Corrections	43,517,762	45,877,512	2,359,750	5.42%
Emergency Communications Center	15,303,793	14,651,323	(652,470)	-4.26%
Police Department	236,726,968	238,728,773	2,001,805	0.85%
Fire Department	108,151,530	112,174,887	4,023,357	3.72%
Subtotal	403,700,053	411,432,495	7,732,442	1.92%



FY 2022 GENERAL FUND BUDGET BREAKDOWN

AGENCY	Adjusted	Appropriation	INC/DEC \$	%
<u>Education</u>				
Community College of Baltimore County	68,673,565	73,200,190	4,526,625	6.59%
Department of Education	928,957,446	961,078,813	32,121,367	3.46%
Subtotal	997,631,011	1,034,279,003	36,647,992	3.67%
<u>Non Departmental</u>				
Debt Service	130,887,861	131,714,264	826,403	0.63%
Retirement & Social Security	158,297,870	174,713,977	16,416,107	10.37%
Insurance	144,221,244	148,837,746	4,616,502	3.20%
Reserve for Contingencies	615,000	2,500,000	1,885,000	306.50%
Contribution to Capital Budget	21,643,530	53,209,245	31,565,715	145.84%
Local Share State/Federal Grants	9,849,787	10,371,555	521,768	5.30%
Subtotal	465,515,292	521,346,787	55,831,495	11.99%
<u>Department of Public Works and Transportation</u>				
Office of the Director	1,102,111	1,322,538	220,427	20.00%
Bureau of Engineering & Construction	4,085,009	4,405,215	320,206	7.84%
Bureau of Highways & Equipment Maintenance	29,859,322	31,046,947	1,187,625	3.98%
Bureau of Solid Waste Management	65,292,377	69,642,663	4,350,286	6.66%
Bureau of Transportation	12,044,898	13,804,387	1,759,489	14.61%
Bureau of Utilities	553,470	510,222	(43,248)	-7.81%
Subtotal	112,937,187	120,731,972	7,794,785	6.90%
GRAND TOTAL	2,217,435,582	2,342,871,023	125,435,441	5.66%



FORECAST OF THE SPENDING AFFORDABILITY FISCAL YEAR 2022 GUIDELINE

Base Spending		<u>FY 2021</u>	<u>FY 2022</u>
General Fund Operating Budget Appropriations		\$ 2,147,266,033	\$ 2,342,871,023
Ongoing Revenues Resulting from Structural Adjustment		\$ 20,000,000	
Supplemental Appropriation*		<u>\$ 27,600,000</u>	
Adj. General Fund Operating Budget Appropriation	(A)	\$ 2,194,866,033	\$ 2,342,871,023
Adjustments			
Selected Non-County Funds			
Local Matching Funds			(10,371,555)
Capital Related Items			
PAYGO (Excluding Operating Costs)			(53,209,245)
Reserve Funds			
Contingency Reserve			<u>(2,500,000)</u>
Adjustments Subtotal		-	2,276,790,223
Other Adjustments			
BCPS State-Approved One-Time Costs			<u>(1,050,000)</u>
Other Adjustments Subtotal		-	(1,050,000)
Total Adjustments	(B)	<u>-</u>	<u>2,275,740,223</u>
FY 2021 Adjusted Base Spending (A+B)	(C)	2,194,866,033	
Personal Income Growth 4-Year Average	X (D)	<u>1.0386</u>	
FY 2021 Spending Guideline (CxD)	(E)	<u>\$ 2,279,587,862</u>	<u>\$ 2,275,740,223</u>
Maximum Spending Growth		\$ 84,721,829	
Under / (Over) Guideline			\$ 3,847,639



SPECIAL FUNDS OVERVIEW

Special Fund includes the Liquor License Fund, Stormwater Management Fund, Neglected Property Community Fund, Economic Development Financing Fund and Gifts and Grants Fund. Special Funds total \$310.7 million in the FY 2022 operating budget, a 28% increase from FY 2021. This increase is predominantly due to \$42.1 million in federal funding for necessary and justifiable expenditures incurred due to the COVID-19 pandemic ending December 30, 2022.

LIQUOR LICENSE FUND

Like the General Fund, appropriations in this fund lapse into a separate fund balance at the end of each fiscal year. The Fund finances the operating costs of the Liquor Board, but any revenue surpluses may be used to support other government functions. In FY 2021 the Liquor License Fund will contribute \$450,000 to finance other functions, such as substance abuse programs in the Health Department.

License prices as well as the number of licenses issued are controlled by the State. During the 2011 legislative session, a bill to increase various license fees for the sale of alcoholic beverages within the County passed. Since that time Liquor License revenues have returned to their normal no growth status. In order to provide additional relief for those that have seen reduced revenues as a result of the COVID-19 pandemic, license holders have received a one year waiver for the annual renewal period of May 1, 2021 – April 30, 2022. License fees are expected to resume in future years.

STORMWATER MANAGEMENT FUND

Chapter 151 of the Acts of the General Assembly of Maryland of 2012, known as the “Stormwater Management Watershed Protection and Restoration Program,” mandated that Baltimore County establish an annual stormwater remediation fee and a local watershed protection and restoration fund in order to comply with federal and State stormwater management requirements. Baltimore County complied with this law, establishing both the fee and the fund, effective July 1, 2013. Chapter 124 of the Acts of the General Assembly of Maryland of 2015 later repealed the requirement to collect a stormwater remediation fee with language that only authorized the collection of a fee. Subsequently, local Bill No. 85-15 repealed this fee, effective July 1, 2017 (Fiscal Year 2018). However, neither the State or County actions eliminated the obligation to meet 2025 Federal pollution reduction load guidelines.

The stormwater remediation fee was assessed to residential, industrial, commercial and institutional properties and was included in the annual real property tax bill. The fee could be reduced upon installation of County-approved stormwater best-management practices (BMPs) to reduce the property’s pollutant load and its efficiency at removing pollutants. Fee revenues were deposited into the Stormwater Management Fund and may not be reverted or be



transferred to the county's general fund. Revenues deposited in the fund shall only be used for certain purposes, including capital improvements for stormwater management; operation and maintenance of stormwater management systems and facilities; public education and outreach relating to stormwater management or stream and wetland restoration; stormwater management planning; and grant funding to nonprofit organizations.

For FY 2016, the county determined, with the adoption of local Bill No. 9-15, that the fee rates could be reduced by approximately one-third. With the enactment of local Bill No. 85-15, fee rates for FY 2017 were further reduced as follows:

	FY 2015	FY 2016	FY 2017	FY 2018
Single-family detached	\$39	\$26	\$17	\$0
Single-family attached (per dwelling unit)	\$21	\$14	\$9	\$0
	FY15	FY16	FY17	FY18
Residential, condo or coop ownership (per dwelling unit)	\$32	\$22	\$15	\$0
Residential unimproved	\$0	\$0	\$0	\$0
Agricultural, non-residential	\$0	\$0	\$0	\$0
Agricultural, single-family	\$39	\$26	\$17	\$0
Non-residential, non-institutional (per ERU)	\$69	\$46	\$31	\$0
Non-residential, institutional (per ERU)	\$20	\$14	\$9	\$0

ERU or "Equivalent Residential Unit" is the statistical mean of the total planimetric impervious surface of developed single-family detached residences inside the Urban Rural Demarcation Line (URDL) that serves as the base unit of assessment for the stormwater remediation fee.

It should be noted that the enactment of Chapter 124 did not repeal Chapter 151 of the Acts of the General Assembly of Maryland of 2012, which requires the establishment of local watershed protection and restoration program and the collection of revenues used to finance this program to be deposited into a local watershed protection and restoration fund. Furthermore, a reporting mechanism was established that requires the County to file a financial assurance plan every two years that demonstrates (in the judgement of Maryland's Department of Environment) the plan's financial capacity to comply with State law.

Neglected Property Community Fund

The Neglected Property Community Fund is a new revolving Fund setup in FY 2022 at the recommendation of the Code Enforcement Taskforce to help address neglected properties in Baltimore County neighborhoods. The funds will be used specifically to stabilize, repair and/or demolish derelict, blighted and deteriorated properties and structures. The Fund will also provide county residential and business property owners with financial assistance to bring properties into compliance with the county code and help implement other existing or innovative code enforcement compliance techniques including tall grass, weed, rodent, or trash control. The initial FY 2022 funding from the county is \$2 million. Additional funding will come from liens collected as a result of property cleanup completed by Baltimore County.



GIFTS AND GRANTS FUND

The Gifts and Grants Fund does not lapse at the end of a fiscal year. Appropriation levels in the Gifts and Grants fund will rise and fall according to the level of aid received, which is primarily from the State and federal government.

The FY 2021 Adjusted Appropriation of the Gifts and Grants Fund included \$161 million of monies derived from federal funds and made available to the County through the U.S. Department of Treasury as a result of the COVID-19 public health catastrophe and public safety emergency as part of Baltimore County's allocation of the American Rescue Plan. It also includes \$20 million as a placeholder for potential FEMA cost reimbursements that the County may be eligible for. The largest portion of the Gifts and Grants fund in FY 2022 (\$65.6 million, a 28% increase from FY 2021) is the Federal and State aid to the Health Department, totaling \$97.4 million in FY 2022, a 50% increase from FY 2021. Another key component of this fund is allocated to the Housing Office for distribution of Housing Assistance payments (\$87.7 million in FY 2022).

ECONOMIC DEVELOPMENT FINANCING FUND

The Economic Development Financing Fund does not lapse at the end of a fiscal year. The fund is dependent upon appropriations from the capital budget and loan repayments.

The purpose of the Economic Development Revolving Financing Fund is to provide a variety of loans to qualified businesses so that they can acquire and/or improve real property and/or purchase equipment, in support of the County's overall business attraction, growth and retention mission. Moreover, the fund is used to improve housing opportunities for County residents. The County has made a ten-year \$30 million commitment for affordable rental housing opportunities. The County will also allocate \$300,000 per year for 10 years to fund modifications for renters with a disability. The housing commitments are part of a conciliation agreement with the federal Department of Housing & Urban Development.

In FY 2019 Baltimore County began the first year of a 5 year project to support a \$350 million mixed use development in downtown Towson. Towson Row is eligible to receive \$35 million in Revitalization and High Performance Building Tax Credits, but instead will accept \$26.6 million in present value payments. The County will also provide a \$16.4 million advance that will be recovered through subsequent Hotel Tax collections. The total \$43 million payment will be paid out as follows: \$18.5 million in FY 2019, \$5.5 million in each of FY 2020 – FY 2023, and a \$2.3 million property purchase offset.



NON-COUNTY FUNDS OVERVIEW

The Non-County Fund consists mainly of revenues for discretely presented component units from tuition and intergovernmental aid for the schools, college and library. They do not pass through the County treasury but must receive spending approval from the County Council. Most of the aid is unrestricted, but a large portion of the school funding is restricted to certain State or federal initiatives. The largest unrestricted State aid program to the schools is the Foundation Program which totals \$417 million in FY 2022. This is a formula that determines the State's share of a minimum per pupil spending level based on each county's wealth. Other unrestricted aid is given to the schools for transportation, special education, and the special needs of students from economically disadvantaged environments. Restricted Federal non-county funding for Baltimore County Public Schools increased substantially in FY 2021 and FY 2022 at \$132.7 and \$220.3 million due to the increase in CARES funding as a result of the COVID-19 pandemic.

Although the Community College of Baltimore County (CCBC) has sought the John R. Cade Funding Formula revenue distribution of a 1/3 split between state, local government and student tuition and fees, full Cade funding has been pushed repeatedly into the future. As a result, CCBC has worked to develop other sources of revenue to defray the impact of limited governmental funding and enrollment declines as a result of changes in the demographics in both the Baltimore region and nationally. CCBC notably did not increase any tuition and fees for FY2022.

CCBC's state appropriation rose to \$48.8 million or \$6.3 million over the FY 2021 level of \$42.5 million.

CCBC's initial estimates for grant funding for FY 2022 was \$60 million but this estimate will be revised as the details of the stimulus and relief funding for FY 2022 are finalized. CCBC has made great use of the available federal, state and local stimulus funding to provide students with as much aid as possible. This helps mitigate the fact that fewer students are qualifying for aid due to changes in Title IV eligibility and qualification requirements as well as an increase in the Expected Family Contribution. In addition, College Promise has impacted Title IV aid because it is awarded after federal assistance but before loans, therefore students are able to take advantage of College Promise and either don't need a loan or need less of a loan which decreases loan expenses and grants overall. Also, there has been a greater effort from the College and the Federal Student loan process to inform students about smart borrowing practices.

Other Non-County governmental funds are collected by Baltimore County Public Library, including State Library Aid totaling \$5.3 million which is split between direct funding of library operations and support of library capital construction appropriated within the County's Capital Budget. Additionally, budgetary support from user fees, fines and sales receipts account for \$1.6 million of operating funds.



PROPRIETARY FUNDS OVERVIEW

METROPOLITAN DISTRICT ENTERPRISE FUND

The Metropolitan District Enterprise Fund was altered starting in FY 2002 as a result of Governmental Accounting Standards Board (GASB) Statement No. 34, as amended by GASB Statement No. 37, requiring new financial reporting standards for state and local governments. The Metropolitan District Enterprise Fund combines the Metropolitan District Operating and Metropolitan District Capital Projects funds. Prior to FY 2004, the Metropolitan District was considered a special revenue governmental fund and therefore included as an appropriation in the Operating Fund.

The Metropolitan District receives revenues from the net receipts on the sale of water, water service, and sewer service. Such revenues are expended for the maintenance and operation of the water and sewerage system. All rates are reviewed annually on a funds-needs basis and revisions are recommended to the County Executive. The authority for setting water consumption rates rests with Baltimore City's Board of Estimates, based on recommendations submitted by the Baltimore County Director of Public Works. The County increased rates 15% in FY 2008, 7.5% in FY 2009, 5% in FY 2010, 10% in FY 2011, 15% in FY 2016 and increased rates by 12% in FY 2017. In FY 2018, the County increased fees to reflect usage by property type as follows: Residential 8.4%; Churches, Government, and Schools 10.2%; Businesses and Apartments 12.2%; and Industrial 14.2%. For FY 2019 the 4 property types have been combined into 3 – Residential (including churches), Commercial (including government & schools), and Industrial. The County will increase the Sewer Service Charge for all three property types' rates by 13%, increase the Water Distribution Charge by 28%, and the Water Delivery Charge residents pay to Baltimore City by 6%. In FY's 2019, 2020 and 2021 the County increased all property types by 3% for sewer service charge, 10% for water distribution charge and 4% for water delivery charges. On July 1, 2021, the County will increase all property types by 3% for the sewer service charge, 10% for the water distribution charge, and 4% for water delivery charges.

The rate increases offset projected increases in the County's share of expenditures as estimated by Baltimore City. The authority for setting other Metropolitan District rates lies with the County's executive branch by Executive Order. If a dispute over rates arises, the County has the right to appeal water and sewer rates to the Public Service Commission of Maryland. New rates take effect on July 1 on the years in which there are increases. In FY 2018 Water Delivery Revenue and Expenditures for the County's portion of the Metropolitan District have been included. Baltimore City operates the system and collects delivery revenues from County customers. The inclusion is meant to provide a more complete understanding of the system and its operating requirements. Prior years' revenue and expenses in Exhibits B and C have been restated for comparability.

The Metropolitan District also receives the annual front foot assessment charges for water and sewer mains installed that abut properties within the Metropolitan District and



charges for connection to the system. The majority of these charges are used to pay debt service on Metropolitan District Bonds outstanding. Representative rates in FY 2022 for the Metropolitan District are set out below:

Front Foot Assessments

(Assessed over 40 years)

<u>Property Type</u>		<u>Water</u>	<u>Sewer</u>
Subdivision		@\$1.20	@\$2.00
Agriculture	(150 ft. maximum)	1.20	2.00
Small Acreage	(Up to 200 ft.)	1.20	2.00
	(Next 200 ft.)	0.80	1.35
	(Remainder)	0.40	0.65
Industrial or Commercial		2.30	3.10

More than 200,000 new water meters have been replaced for all homes and businesses and went online in 2017. Although there have been challenges and setbacks from the City's Ransomware issue and impacts from COVID-19, accurate water consumption figures are becoming available and years of billing complaints and errors are being addressed. In some cases the improved information may, unfortunately, result in higher water bills for customers, as the electronic system provides more accurate water consumption data. In order to reduce the impact of these rate increases, Baltimore County has created a new credit that limits the increase of Sewer Service/ Water Distribution fees to \$100 annually for most residential accounts. The credit program will be in place for 4 years, FY 2019 – FY 2022. Each year the net fees would increase only \$100 above the net fees for the prior year.

Finally, in the FY 2022 budget, \$10 million in Metropolitan District Enterprise Funds will be used for projects constructed under the Stormwater Management Fund. The inclusion of these funds will offset the full cost of implementing the program and reduce the burden on county taxpayers.

OTHER ENTERPRISE FUNDS

The Baltimore County Public School's Food and Nutrition Fund has an annual budget of \$50.3 million. The Community College's Auxiliary Enterprise program consists of food service operations and a bookstore to serve all locations. For FY2022 these operations are expected to generate \$550,491 to support other college services and offerings.



SPECIAL TAX DISTRICT

In November 2010 and again in December 2013, the County Council approved legislation for the creation of a Special Tax District for new development near the Metro Subway Station in the Owings Mills Town Center. The Owings Mills Town Center Development District is a transit-oriented development that includes mixed-use residential or commercial development in areas designed to maximize access to public transportation.

The State of Maryland's Transit-Oriented Development program supports local transit-oriented development projects with financial tools, including direct funding, tax credits, and other incentives. Bonds issued by the State (MEDCO) for the C.T. District of Owings Mills in April 2014, will be repaid through a County TIF (Tax Increment Financing) beginning in FY 2016. Financing for the Owings Mills Special Tax District is not incorporated in the government-wide activity presented in this document. However, it is mentioned here and further explained in Appendix A.

In December 2017 the County established a new 3,100 acre TIF district, Trade Point Atlantic, at the former steel production facility in Sparrows Point. Distribution warehouses, maritime activity, and some retail establishments are included in the developer's projection of 17,000 new jobs for the region. Also, Baltimore County is participating with the developer in a \$50.5 million U.S. Department of Transportation TIGER grant. A TIF application that would allow for Special District Taxes hasn't been approved for Trade Point. However, as a TIF District any Special Taxes approved in the future would have January 2016 assessments as a starting base.



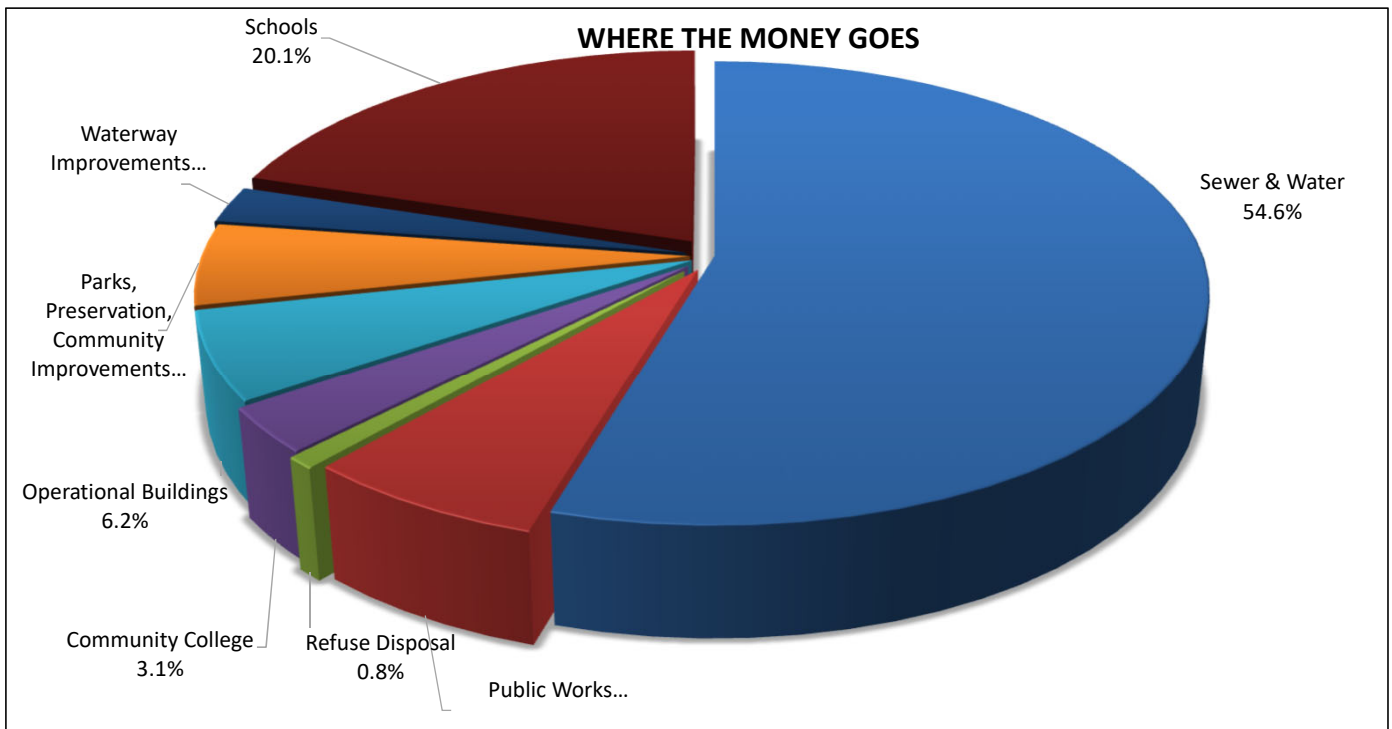
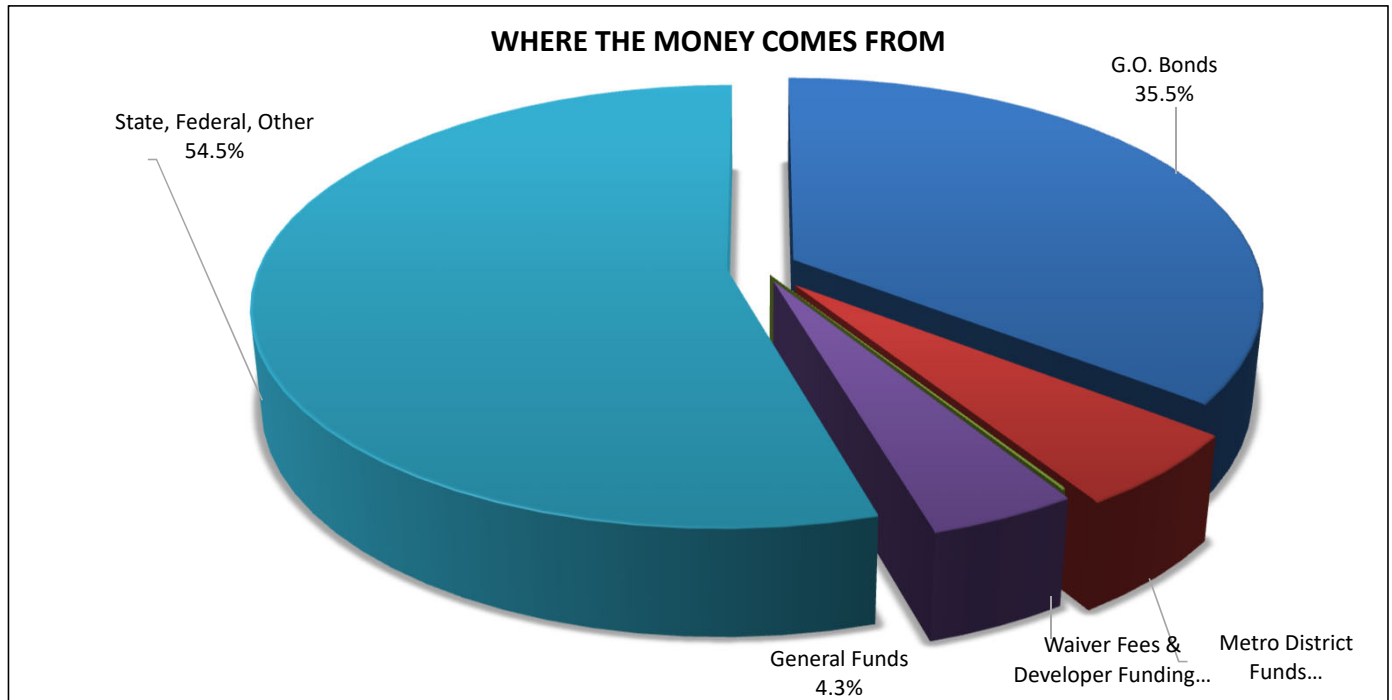
CAPITAL BUDGET

-
- **FY 2022 – FY 2027 Six-Year Capital Program**
 - **FY 2022 Capital Budget and Program**
 - **Capital Budget and Capital Improvement
Program Overview**
 - **CIP Highlights**
 - **Schools for Our Future Program Detail**
 - **Distribution of General Obligation Bond Funds**
 - **Borrowing Referendum History and Program**
 - **PAYGO Contribution to the Capital Budget**
 - **General Fund Contribution to the Capital
Budget FY 2012 - FY 2021**
 - **Capital Budget and Program Impact on
Operating Budget**
 - **Capital Budget History**
-

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BALTIMORE COUNTY TOTAL FY 2022-2027 SIX-YEAR CAPITAL PROGRAM AT A GLANCE
\$ 2.76 BILLION





FY 2022 Capital Budget and Program

APPROPRIATIONS (IN THOUSANDS \$)	(IN Program	FY22 Program	FY23 Program	FY24 Program	FY25 Program	FY26 Program	FY27 Program	FY22 - FY27 Program	% of 6 year Total
Sewer & Water		501,691	26,000	570,714	33,000	474,714	31,000	1,637,119	54.58%
Public Works		67,429	0	69,280	0	69,200	0	205,909	6.87%
Refuse Disposal		15,320	0	5,000	0	5,000	0	25,320	0.84%
Operational Buildings		93,161	9,000	33,000	9,000	32,000	9,000	185,161	6.17%
Schools		203,920	0	200,000	0	200,000	0	603,920	20.14%
Community College		22,514	5,673	29,913	3,335	27,875	5,000	94,310	3.14%
Parks, Preserv. & Greenways		75,722	0	17,450	0	17,950	0	111,122	3.71%
Waterway Improvement		26,644	2,000	22,000	2,000	22,000	2,000	76,644	2.56%
Other Classifications		17,881	8,741	12,760	3,300	13,760	3,300	59,742	1.99%
TOTAL		1,024,282	51,414	960,117	50,635	862,499	50,300	2,999,247	100%
RESOURCES									
(IN THOUSANDS \$)									
Metro District Funds		20,000	26,000	24,000	33,000	31,000	31,000	165,000	5.50%
General Obligation Bonds		394,990	0	334,880	0	334,880	0	1,064,750	35.50%
General Funds		53,209	19,741	14,399	14,300	14,300	14,300	130,249	4.34%
Developer Funding		1,100	0	1,100	0	1,100	0	3,300	0.11%
State, Federal, Other		554,983	5,673	586,838	3,335	482,319	0	1,635,948	54.55%
TOTAL		1,024,282	51,414	960,117	50,635	862,499	50,300	2,999,247	100%





CAPITAL BUDGET AND CAPITAL IMPROVEMENT PROGRAM

Overview

The Capital Budget and Capital Improvement Program (CIP) consist of the upcoming fiscal year's appropriation (the "Budget Year") and the succeeding five-year program (the "Program" or "Program Year"). The CIP is reviewed annually and the planned or programmed years are adjusted in response to changing revenue levels and priorities. This is a major means of implementing Baltimore County's goals and priorities for education, community renaissance, environmental protection, as well as many others. The CIP plans for the construction and maintenance of the County's water, sewer and storm drain improvements, roads, bridges, refuse disposal facilities, government buildings, parks, schools and watershed restoration. It identifies the years when the improvements will be undertaken and their funding sources

Budget Process

Legal Basis

Article VII of the Baltimore County Charter establishes the procedures for the preparation of the county's budget and other fiscal matters. Section 705 relates specifically to the CIP.

Citizen Input Meeting

The CIP begins in October with citizen input meeting held by the Baltimore County Planning Board. Directors from each of the agencies that have a capital budget are also in attendance. Citizens are invited to speak before the board and agency heads, expressing their opinions on specific capital projects and needs. Having the citizen input meeting at the beginning of the process allows each agency to consider citizen requests before they formulate their recommendations for the budget and CIP.

Agency Requests

The Director of Budget and Finance sets target limits for capital projects. At the direction of the County's Administrative Officer, each agency submits project requests for the next six years to the Director of Budget and Finance. After ascertaining that the requests are within the budget office's parameters, a preliminary CIP is forwarded to the Office of Planning.

Planning Board Review and Approval

The Office of Planning distributes the CIP to the Planning Board in January. All requesting agencies come before the Planning Board to present their capital project requests. A subcommittee is then formed to consider the requests and make recommendations to the full board.



The CIP preparation process is a biennial one, because of the need for voter approval of general obligation bonds, which is the primary source of funding for capital projects. In even calendar years, when general elections are held, the Planning Board CIP committee recommends general obligation bond items to be placed on the ballot for referendum in the upcoming November election. The results of the referendum set the budget funding levels for the following two fiscal years. In odd calendar years, the committee reviews only requests for changes to the program due to emergencies or other compelling reasons.

The committee presents its recommendations to the full Planning Board in early March for vote. An opportunity for public comment is a regularly scheduled part of Planning Board meetings.

After approval by the Planning Board, the Director of Planning submits the CIP to the Director of the Budget and Finance.

County Executive Recommendations

The Director of the Budget and Finance reviews the CIP recommendations with the County Administrative Officer. The CIP, along with the current expense budget (or operating budget), is forwarded to the County Executive.

On or before April 16 (75 days prior to the end of the fiscal year) the County Executive submits the operating budget and the capital budget to the County Council. The County Executive must also submit a budget message to the County Council.

County Council Review and Adoption

The County Council reviews the budget and holds a public hearing between 7 and 20 days after receiving it from the County Executive. The County Council has the authority to decrease or delete any item in the CIP but cannot increase project amounts or add new projects.

On or before June 1, the County Council adopts the current expense budget and the capital budget for the next fiscal year. The adoption of the budget is known as the Annual Budget and Appropriation Ordinance of Baltimore County. The fiscal year begins on July 1 and ends on June 30.

Sources of Funds

County Funding Sources

General Funds: These funds are derived from tax revenues and are included in both the current expense budget and the capital budget.



Reallocated General Funds: These are General Funds reallocated from one project to another due to schedule changes, changes in priorities, or projects coming in under budget.

Metropolitan Construction Funds: In 1924, by an Act of the General Assembly of Maryland, the Metropolitan District was established to supply water and to provide sewerage and drainage systems to the residents of Baltimore County. These funds are from various charges assessed against customers of the Metropolitan District.

Reallocated Metropolitan Funds: These are Metropolitan Construction Funds reallocated from one project to another because of schedule changes, changes in priorities, or projects coming in under budget.

General Obligation Bonds: Bonds are borrowed funds. "General Obligation" means that the redemption of bonds and payment of interest is guaranteed by the full faith and credit and unlimited taxing power of the County. Before these bonds may be issued, they must be approved at a referendum held in each election year, approved by County Council as a funding source in the budget year and further approved at the time of actual issuance by a bond ordinance. Bonds are the primary source of capital financing.

Metropolitan Bonds: Metropolitan District Bonds are the same as General Obligation Bonds except that they are not required to be approved at referendum. Repayment of principal and interest comes from Metropolitan District funds.

Pay-As-You-Go Basis (PAYGO) Funds: Effective FY 2014, PAYGO funds include: general funds, certain storm water fee revenue, debt premium, sale of property, agricultural preservation tax revenue, storm water and reforestation waiver fees, and LOS waiver fees.

County Agricultural Preservation Tax: The County's share of the state agricultural transfer tax that is assessed on an agriculturally used property when the use is changed to non-agricultural.

Local Open Space Waiver Fees: Fees paid by developers to Baltimore County during the development process when the amount of required open space is less than 1/2 an acre and not adjacent to existing parkland.

Storm Water Fee: Fees paid by County property owners related to addressing federal mandated storm water requirements.

Other: There are various other outside funding sources which may become available from time to time. When amounts are material, identifiable, and predictable, they will be cited as sources of funding in the capital budget.



Outside Funding Sources

CDBG: Federal legislation enacted in 1974 combines six previous grant programs (urban renewal, model cities, neighborhood facilities, open space, historical preservation, and water and sewer) into a single block grant. The block grant can be used at the discretion of the local government for broad community development programs, with priorities and funding levels established by the local governments.

Program Open Space: These funds are to support recreation opportunities and come from the State of Maryland through the collection of the State Transfer Tax on real property.

State Waterway Improvement Fund: Funds provided by Department of Natural Resources for improvements related to storm water and waterways.

State Aid: State funds to assist Baltimore County in the financing of various capital projects.

Developer's Responsibility: Developer's contributions that are applied to projects that provide facilities in approved subdivisions. The developer's contributions represent the developer's portion of the cost of the project.

Petitioner's Responsibility: This fund is the contributions made by the petitioner who request a project be done by Baltimore County.

Biennial Bond Referendum

The Baltimore County Charter establishes the procedures for the submission of items for referendum. The Borrowing Questions to authorize the issuance of General Obligation bonds are placed on the ballot in the November general election for voter approval. In Baltimore County, there is a general election every even numbered year. Metropolitan District bonds are not subject to referendum.

At the direction of the County's Administrative Officer, the Director of Planning submits the Planning Board's referendum recommendations to the Director of the Budget and Finance, who reviews them with the County Administrative Officer. After the review, and with consideration given to conformance with the existing capital program, the borrowing plan is submitted to the County Executive. The County Executive reviews the plan, makes adjustments if necessary, and forwards it to the County Council. The Council approves the plan as Bond Ordinances, which are specific to the classification of projects (for example, schools, streets, parks, etc.), for placement on the ballot. The County Council has the authority to decrease or delete any item, but cannot increase project amounts or add projects.



Capital Project Evaluation Criteria

In evaluating the merit of a capital project request, the following questions can be asked:

- Does this project fit within the guidelines of the Baltimore County Master Plan and its amendments?
- Does this project fit within the guidelines of the State's Smart Growth initiative?
- Is this project necessary to continue or improve public safety and the health of Baltimore County residents?
- Will the impacted community be supportive of this project?
- Does this project serve to protect or enhance the environment?
- Is the timing for this project appropriate?
- Will this project help to leverage non-County funds, thus increasing the efficiency of local government services?
- Is this project necessary to comply with federal and State mandates?
- Does this project enhance or strengthen communities and neighborhoods?
- Does this project serve to repair or replace an existing deteriorated facility?
- Is this project part of a systematic replacement strategy that will provide a long-term upgrade of public facilities?
- Will this project improve the operating efficiency of a County agency, perhaps by reducing future operating budgets?
- Is this project coordinated in its scheduling with other related capital projects?
- Does this project support or strengthen Baltimore County's economy?

Capital Project Impact on the Operating Budget

The capital projects included in the Capital Budget do not require an increase in tax rates and future cost avoidance is anticipated as many projects will provide opportunities for operational efficiencies. The Schools for Our Future initiative is expected to increase the amount of bonds issued in future years, resulting in increased debt service payments.





CIP HIGHLIGHTS

Under the Metropolitan District Act, the Baltimore County Metropolitan Sewer and Water Operating District (the "Metro District") was created as a separate and



financially self-supporting entity under the jurisdiction of the County to supply water and to provide sewer and wastewater systems to residents of the County living within certain prescribed areas primarily in the most densely populated areas. The extension of these boundaries is subject to the approval of the County Council with the consent and approval of the Mayor and City Council of Baltimore. The Department of Public Works under the direction of the County Administrative Officer carries out

the administration of the Metropolitan District. The Metro District has its own revenue and bond issuance powers, subject to authorization by the County Council. The Metropolitan District Act requires the City of Baltimore (the "City") to provide water to the Metro District at cost.

Although the Metro District constructs water facilities within its boundaries, under an agreement between the City and the County, the City maintains and operates the facilities at cost, including billing and collecting water usage. Under said agreements, the City and the County have also agreed to pay for certain new capital projects and the repair and enlargement of additions or improvements to certain existing water facilities on a specified pro-rata basis. In addition, the County, from time to time, has entered into agreements with adjacent Anne Arundel and Howard counties under which, certain of the County's water facilities are made available to each of said counties. For such use, these other jurisdictions have agreed to pay for a pro-rata share of capital and operating costs.

The County's sewer system consists of a conveyance system of approximately 3,160 miles of lateral pipes and main lines and 120 sewerage pumping stations. Wastewater is pumped to one of two primary wastewater treatment plants (WWTP) - The Back River WWTP and the Patapsco WWTP. These plants are owned and operated by the City of Baltimore. The County owns a 90,000 gallon per day WWTP that serves County residents in the Richlyn Manor community. The City maintains the water distribution system. However, major capital improvements to the water system required for the County are funded and constructed





by the County. In both the sewer and water classifications, a significant portion of capital expenditures involves projects built in conjunction with the City. These include expansion of and improvements to the Patapsco WWTP and major improvements to the treatment process at the Back River facility.

Overall, in the FY 2022 CIP there are 26 individual items of work, budgeted at a total estimated cost of \$1,637,118,835 in fiscal years 2022 through 2027.

Capital expenditures within the Metro District are made to expand the system or to maintain or upgrade its performance or capabilities. The system is continually being expanded both geographically and in terms of its overall capacity to accommodate new development or to add existing homes not previously connected. The boundaries of the District are sometimes expanded when adjacent development occurs and such expansion is within overall limits set by the County's Ten-Year Water and Sewer Plan. Total funding to expand the overall size and capacity of the system is \$17,000,000 (1.04% of the total) for the CIP. Because the expansion is small relative to the total system, this expansion will have only a slight impact on operating cost.

The Metro District also has funds appropriated and programmed for continuous upgrade and capital maintenance of the conveyance system, pumping stations and operational buildings. Total funding in the CIP for such maintenance and upgrades is \$1,620,118,835. Such capital maintenance and upgrades will reduce future operational costs.



The Metro District is operated like a regulated utility company. However, instead of using a quasi-public commission or appointed authority, the system is managed, financed and operated directly by Baltimore County. The County Charter states that all funds expended by the County must be appropriated and be contained in an operating or capital budget that has been approved by County Council. Therefore, the Metro District's CIP is part of the overall County CIP.

Funding for important projects in the Metro District include \$725,717,835 for projects done in conjunction with the City of Baltimore. These are projects built by the City, but which wholly or partially benefit the County. The portion of the project that benefits the County is the basis of the cost for which the County is responsible. These projects include improvements and modifications (most of which are mandated by Federal and State government to improve the quality of the treated wastewater) to Back River and Patapsco wastewater treatment plants, major water pumping and filtration facilities and ongoing capital maintenance requirements. Approximately 44.3% of all the funding for the Metro District is for City/County joint use projects.



Public Works

The Public Works classification of the CIP is divided into three sections: storm drains, streets and highways, and bridges. The general responsibility of each section is outlined below.

Storm Drains

- Correct flooding of streets caused by lack of or inadequate public storm drains to insure vehicular safety.
- Replace and repair existing storm drains.
- Extend existing systems to accommodate new development.
- Address Stormwater TMDL reduction and MS-4 requirements.
- Provide and support sustainability and resilience initiatives County-wide

Streets and Highways

- Upgrade existing roadways and construct new roadways to improve safety and traffic carrying capacity and to accommodate new development.
- Major maintenance and repair of existing roadways.
- Construct and repair alleys, sidewalks, curbs and gutters.
- Conduct street sweeping as part of Stormwater TMDL reduction requirements.
- Install and maintain bikeways and pedestrian access features

Bridges, Culverts and Grade Separations

- Inspection, maintenance and repair of the County's 685 inventoried structures.
- Replacement of bridges in poor condition that have deteriorated beyond rehabilitation.

There are 27 individual projects on the Public Works classification of the FY 2022 CIP. These projects are estimated to cost \$205,909,000 in fiscal years 2022 through 2027.



In the Storm Drain classification there are 5 individual projects totaling \$22,475,000 over the six-year period covered by the CIP. These projects consist of capital maintenance and upgrade of the existing system and installation of additional systems in new subdivisions or in older areas that were originally constructed without storm drains.



The current system contains approximately 1,472 miles of storm drains that are estimated to cost \$486 per mile per year to maintain. These additional systems will require maintenance. Although the number of miles which will be added is fairly unpredictable, assuming eleven miles per year is added to the system, maintenance costs are estimated to increase \$5,346 per year.



In the Streets and Highways classification, there are 13 individual projects totaling \$135,135,000 over the six-year funding period. This classification houses appropriations for construction of new roads to accommodate new developments, promote economic growth and relieve traffic congestion. It also provides funds for the maintenance of 2,715 miles of existing roadway for which the County is responsible. There are also funds for roadway widening, installation of sidewalk, curb and gutter, correction of limited sight distance and other upgrades to the existing road network.

The FY 2022 cost of roadway maintenance is estimated at \$370,000 per mile. Although the rate at which new roads are added to the network are unpredictable and depend on, among other things, the general level of economic activity, assuming 10 miles of roadway added each year, operational cost would increase approximately \$3,700,000 per year.

Capital maintenance and upgrade (widening, signalization, intersection improvements, etc.) requirements for the County's road network are substantial and will be used to upgrade existing roads and intersections to increase capacity, realign them for safety reasons or otherwise improve such roads and intersections. Contained in the capital program is \$116,090,000 or maintenance and upgrade of the system. Included in this amount is \$70,228,000 which will



resurface approximately 190 miles (7% of total County road network) of roads in the County over the six-year period covered by the CIP. The budget also contains \$4,750,000 for reconstruction of concrete alleys. There are approximately 1,000 individual alleys in the County measuring some 137 miles in combined length. In addition to alleys and resurfacing there is \$26,500,000 for repair and replacement of deteriorated sidewalk, curb and gutter. CIP appropriations and programmed funds for resurfacing, alley reconstruction, sidewalk, curb and gutter total \$101,402,000 or 62% of the overall roadway CIP. These expenditure are in support of the County Executive's initiatives to



repair the County's existing infrastructure. Funding has also been included to make the County more walkable for pedestrians and includes funding to build sidewalks on Ingelside Avenue in Catonsville, 7 Mile Lane in Pikesville and continues its commitment to the Windsor Mill Road sidewalk project.

The Bridges, Culverts and Grade Separations classification contains 9 individual bridge inspection, maintenance and replacement projects. Some capital and inspection projects utilize Federal and State funding. New bridges in the County are also built as part of the associated new road project. The estimate cost over the next six years of the project in this classification is \$48,299,000. These projects will have no effect on operational cost.



Refuse Disposal Facilities



This classification funds the capping of closed landfills, the construction of leachate control and treatment systems and the ongoing construction of new landfill cells at Eastern Sanitary Landfill (ESL). The total CIP for this classification is \$25,320,000.

Capital expenditures in this classification have no effect on operating budget expenditures.

Community College

The County funds the majority of construction and capital maintenance within the Community College of Baltimore County system with most other funding assistance coming from the State. Of the \$94,310,000 contained in the CIP, \$9,750,000 or 10% is for capital maintenance of existing facilities. The remaining \$84,560,000 will fund new buildings and renovations and additions to existing buildings. In FY22, \$8.6 million has been included for renovations to the CCBC Essex Wellness and Athletics Center. Renovations to the mezzanine will create two large





dance studios and support spaces. On the Dundalk Campus, \$3 million has been included for renovations to the Student Services Center. Renovations will provide upgrades to the building's infrastructure and equipment and improve the floor plan for a more efficient use of space. Also in FY 22, \$2.3 million, of the \$3.8M total project cost, has been included for renovations to the Student Services Center on the Catonsville Campus. Renovation on both levels of the building will provide staff and students more modern atmosphere to work and gather.

Operational Buildings

This classification of capital projects covers construction of new buildings as well as capital maintenance and renovation of the existing physical plant including ancillary buildings and grounds, underground storage tanks, fencing, parking lots, lighting and landscaping. Moreover, this classification funds computerization and automation of various County functions to increase productivity and enhance customer service.

The FY 2022 capital budget totals \$60,782,218 which includes \$10,799,746 for projects designed to enhanced productivity and increase productivity through the use of technology. FY 22 Technological upgardes include more than \$2.2 million to upgrade and enhance the County's financial and personnel management systems. Also included within the FY 22 Budget is \$7,190,472 in Library Capital Maintenance and Renovations. Significant projects include \$2,726,000 in state and county funds for interior renovations at the Catonsville Library, \$1,000,000 for a feasibility study and design of a new Lansdowne Library, and \$778,000 for the renovation of the Reisterstown library. In addition, funding has been included in FY 22 furthering the County Executive's commitment to the County's Seniors, \$3,000,000 has been included for a North County Senior Center, \$4,600,000 has been included for the Woodlawn Senior Center Expansion, and \$2,500,000 for the expansion of the Cockeysville Center's parking lot.

The total six-year CIP contains \$140,782,218 for Operational Buildings consisting of \$61,317,000 for maintenance and renovations for general government buildings, \$45,799,746 for continued support of enhanced productivity through technology initiatives and \$11,090,472 for Library maintenance and renovation.

Fire Department Buildings

The FY 2022 capital budget totals \$24,129,000. Funding prograded here is specifically for the construction of new and renovation and repair of existing Fire facilities in the County. Significant projects with the FY 22 Budget include \$16,000,000 towards the eventual establishment of a new fire station and Police substation at Tradepoint Atlantic in Sparrows Point and \$1,000,000 for land acquisition for a new Catnsville Fire station.



The six-year CIP also includes \$1,500,000 to support the Volunteer Fire Company Grant Fund under the Fire Department Building section of the capital budget. Funds budgeted will help finance station construction, additions, renovations, and equipment purchases for the County's volunteer fire and ambulance companies with funds expected to be disbursed for the new White Marsh Volunteer Fire Station during the fiscal year.

The total six-year CIP contains \$32,629,000 for Fire Department Facilities, nearly half relates to programing for the new Fire Station planned for Sparrows Point.

Police Department Buildings

The FY 2022 capital budget totals \$8,250,000. Funding programed here is specifically for the construction of new and renovation and repair of existing Police facilities in the County. The bulk of the FY 22 funding in this area (\$7,000,000) is for the design of a new Wilkens Police Precinct.

The total six-year CIP contains \$11,750,000 for Police Department facilities, more than half relates to funds programed for the new Wilkens Precinct.

Parks, Preservation and Greenways

Construction, property acquisition, and major improvements to the County parks, and playing fields (including those shared with the County school system) fall under this classification. Historic parks and athletic field lighting are covered by this classification as well. Property is also acquired to preserve sensitive natural areas and "green" areas within developed areas.

There are 7 projects contained in the FY 2022 CIP under this classification totaling \$75,722,211 are intended to provide quality recreational and leisure opportunities to the citizens of Baltimore County. Thousands of recreational programs, including individual and team sports, arts and crafts, social clubs and activities, and special events are provided through a cooperative effort with volunteer Recreation and Parks Councils throughout the County. The CIP includes funds for future acquisition, development, renovation, and maintenance of waterfront parks, community and area parks, athletic fields, dog parks, school recreation centers, and stream valley parks and trails.





Maryland's Program Open Space (POS) supplements the County's efforts by providing funds to acquire land for preservation and for development into active and passive recreational facilities. POS and other State funds account for 30% of the total funding in FY 2022 through FY 2027.



FY 2022 includes a record \$75,000,000 in state and local funds, including \$35,000,000 in General Obligation Bonds. The budget includes: \$14.5 million to fully fund the \$16.4 million Sparrowes Point Park in eastern Baltimore County; \$7 million in state and local funds towards the development of a new park at Greens Lane in Randallstown; \$6.4 million for enhancements at Oregon Ridge Park; more than \$6.4 million in park acquisition funding; \$6 million for lighted turf fields at Belfast Road; and \$1.5 million for the Dundlak Heritage Trail.

Schools

This classification covers construction, renovation and major maintenance of all school buildings including administrative support and maintenance buildings as well as tracks, fields and portable classroom buildings.

The county and the school system partnered on a new Multi-Year Improvement Plan for All Schools (MYIPAS). The plan schedule was split into two phases with a high school review and recommendation which occurred in the fall of 2020 and a final report with all schools anticipated in Fall 2021. The FY 2022 program includes \$67,577,000 for the construction of a new Lansdowne High School. Other significant projects include: \$18,125,287 for the Summit Park Elementary School Replacement; \$22,698,000 for the Scotts Branch Elementary School Renovation/Addition; \$10,016,997 for the Red House Run Elementary School Replacement; \$29,941,094 for roof rehabilitation at various schools; and \$3,200,000 for basketball and tennis court work at various schools.



Land Preservation

This classification houses funds used to purchase property and easements for both the preservation of agricultural land and large tracts of rural land.

Financing sources for this category includes Agricultural Land Transfer Tax that is collected whenever property is sold and converted from an agricultural use to another use. The County has also provided general funds and bonds to supplement these funds.

The FY 2022 CIP contains \$17,230,000. There are no operating expenses associated with these capital expenditures. This includes increased bond funding in current and outyears budget to increase easement purchases and \$600,000 directed toward the Piney Run Rural Legacy Program both in a concerted effort to allow the County to pick up additional easements towards its preservation goals.

Capital expenditures in this classification have no effect on operating budget expenditures.

Community Improvements

This classification provides funding of projects that will provide reinforcement of town and community centers and correct deficiencies in existing urban areas. Additionally, the planning and implementation of improvements to small non-designated commercial revitalization areas are addressed. The CIP six-year program includes \$42,511,775 of which \$30,776,775 is included for housing opportunities in the Economic Development Financing Fund.



Capital expenditures in this classification have minimal effect on operating budget expenditures.

Waterway Improvement Program

The Waterway Improvement Program is a comprehensive approach to improvement of the County's waterways. It includes streambanks, shorelines, tributaries and wetlands. This classification also provides for dredging of tidal waterways and spurs, construction of and improvements to stormwater management devices, stream restoration and the purchase of land and easements to facilitate these efforts. The county contains portions of 14 different watersheds. This CIP classification is geared toward comprehensive management of these watersheds. Ultimately, devices will be constructed and stormwater management runoff measures will be implemented which will improve overall water quality of the streams within each of the specific watersheds as well as the Chesapeake Bay. These devices will primarily consist of vegetation and structures designed to keep sediment from entering these streams and protect their banks.



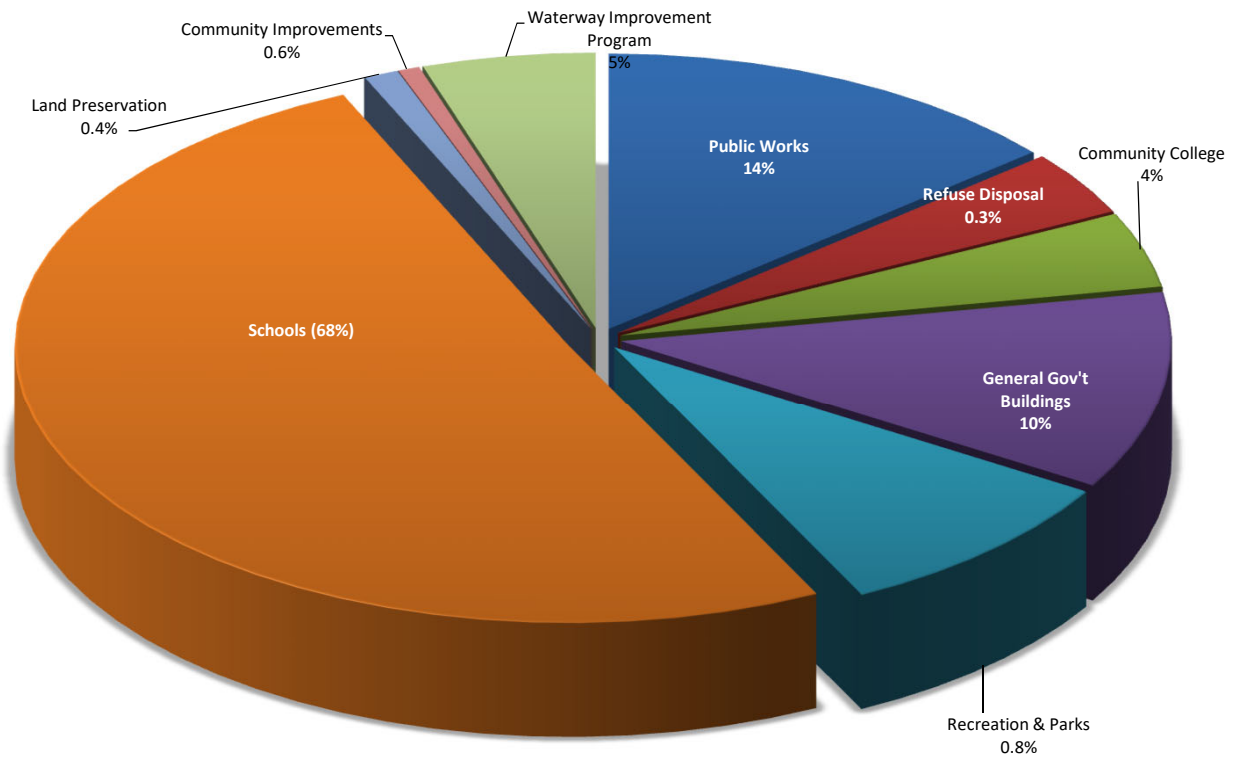
The FY 2022 CIP contains 31 separate projects totaling \$26,644,000 in general funds, bonds, grants and stormwater/reforestation fees for stream and shoreline restoration, stormwater BMPs/retrofit projects, planning, monitoring, and reforestation for compliance with the State's Stormwater and watershed restoration mandate. The Stormwater Fee was eliminated for the years beyond FY 2017. The County has increased its commitment of bonds to the program in the out years to offset the loss of these revenues to maintain and complete the work necessary for the Chesapeake Bay stormwater load reductions and MS4/TMDL requirements. Funding for large projects within the FY 2022 appropriation include: \$3,140,000 for the Lower Gunpowder at Silverwood Stream Restoration; \$3,000,000 for the Gwynns Falls at Epping Forest/Pittsfield Stream Restorations; \$2,700,000 for the Roches Run Stream Restoration; and \$2,355,000 for the Minebank Run at Metfield Stream Restoration. Additionally, more than \$2.4 million has been included for tree planting and maintenance including \$400,000 for a tree equity program.



FY 2022 Capital Budget - Bond Distribution

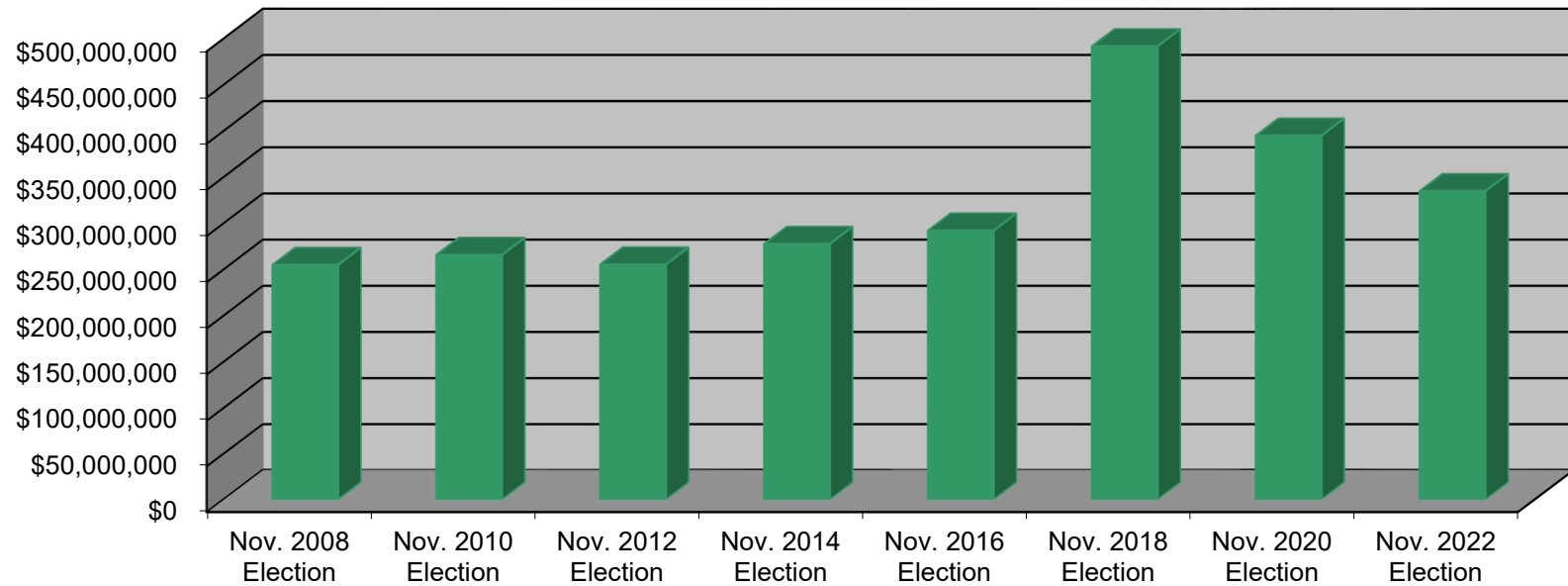
The Borrowing Referendum voted upon at the November 3, 2020 General Election was \$394,990,000.

	FY 22 Bond	
	<u>Amount</u>	
Public Works	\$54,990,000	13.9%
Refuse Disposal	\$15,000,000	3.8%
Community College	\$17,500,000	4.4%
General Gov't Buildings	\$46,000,000	11.6%
Recreation & Parks	\$35,000,000	8.9%
Schools	\$200,000,000	50.6%
Land Preservation	\$4,000,000	1.0%
Community Improvements	\$2,500,000	0.6%
Waterway Improvement Program	<u>\$20,000,000</u>	5.1%
	<u>\$394,990,000</u>	





FY 2022 Capital Budget
Borrowing Referendum History and Program



Nov. 2008 Election	Nov. 2010 Election	Nov. 2012 Election	Nov. 2014 Election	Nov. 2016 Election	Nov. 2018 Election	Nov. 2020 Election	Nov. 2022 Election
\$255,000,000	\$265,868,640	\$255,428,000	\$277,699,000	\$292,211,986	\$491,717,000	\$394,990,000	\$334,880,000



PAYGO CONTRIBUTION TO THE CAPITAL BUDGET

Beginning in FY14, Pay-As-You-Go (PAYGO) funds is defined to include funding provided to the Capital Budget from a variety of sources which would offset the need to issue debt. The FY 2022 Capital Budget includes Pay-As-You-Go (PAYGO) from the following sources:

53,209,245	Contributions to Capital Budget 001-058-5801
19,293,243	Debt Premium
460,000	Agricultural Transfer Tax
70,000	Local Open Space Waiver Fees
1,051,000	Reforestation Waiver Fees

CLASS OF PROJECTS	NUMBER	PROJECT TITLE	AMOUNT
Storm Drains	204P002	Storm Drain Repairs & Enhancements	\$25,000
Storm Drains	204P007	Resilience And Sustainability	\$1,250,000
Storm Drains	204P329	Acquistion Of Flooded Homes	\$150,000
			\$1,425,000
Streets And Highways	205P002	Street Rehabilitation	\$1,000,000
Streets And Highways	205P133	Roadway Resurfacing	\$2,000,000
Streets And Highways	205P301	Curbs, Gutters, And Sidewalks	\$1,000,000
Streets And Highways	205P350	Sidewalk Ramp/ada Upgrade Program	\$200,000
Streets And Highways	205P500	Bikeways & Pedestrian Access	\$500,000
Streets And Highways	205P501	Street Lights	\$400,000
Streets And Highways	205P502	Windsor Mill Road	\$1,000,000
			\$6,100,000
Bridges, Culverts And Grade Separations	207P002	Minor Bridge Repair	\$300,000
			\$300,000
Refuse Disposal	208P003	Western Acceptance Facility	\$320,000
			\$320,000
General Government Buildings	210P018	Enhanced Productivity Thru Technology	\$9,799,746
General Government Buildings	210P036	New Buildings, Repair, Renovations, Minor Addns	\$11,067,000
General Government Buildings	210P069	Revenue Authority Capital Projects And Maintenance	\$2,750,000
General Government Buildings	210P601	Library Capital Maintenance & Renovations	\$265,550
General Government Buildings	210P701	Senior Center Capital Improvements	\$4,525,000
General Government Buildings	210P708	North County Senior Center	\$3,000,000
			\$31,407,296
Parks, Preservation And Greenways	212P016	Neighborspace	\$140,000
Parks, Preservation And Greenways	212P301	Recreation Facility Renovations	\$880,000
Parks, Preservation And Greenways	212P302	Athletic Field Construction/renovation	\$900,000
Parks, Preservation And Greenways	212P307	Community/neighborhood Park Dvlpmnt	\$9,150,000
Parks, Preservation And Greenways	212P309	Greenways/stream Valleys/trails Dvlp.	\$300,000
Parks, Preservation And Greenways	212P601	Park & Recreation Facility Acquisition	\$2,000,000
			\$13,370,000
Land Preservation	217P001	Agriculture Preservation	\$760,000
Land Preservation	217P002	Rural Legacy	\$550,000
			\$1,310,000



PAYGO CONTRIBUTION TO THE CAPITAL BUDGET

CLASS OF PROJECTS	NUMBER	PROJECT TITLE	AMOUNT
Community Improvements	218P035	Economic Develop Financing Fund	\$8,836,192
Community Improvements	218P050	Neglected Property Community Fund	\$500,000
Community Improvements	218P100	Countywide Improvements	\$735,000
			\$10,071,192
Fire Department Buildings	220P045	Volunteer Fire Co Grant Fund	\$1,500,000
Fire Department Buildings	220P054	Fire Facility Capital Improvements	\$4,629,000
			\$6,129,000
Waterway Improvement Fund	221P400	Stormwater - Restoration And Retrofit	\$2,115,000
Waterway Improvement Fund	221P402	Stormwater - Sustainability	\$1,336,000
			\$3,451,000
Police Department Buildings	230P013	Police Facility Capital Improvements	\$200,000
			\$200,000
Total Contribution to the Capital Budget:			\$74,083,488





PAYGO CONTRIBUTION TO THE CAPITAL BUDGET BY SOURCE

Beginning in FY14, Pay-As-You-Go (PAYGO) funds is defined to include funding provided to the Capital Budget from a variety of sources which would offset the need to issue debt. The FY 2022 Capital Budget includes Pay-As-You-Go (PAYGO) from the following sources:

CLASS OF PROJECTS	NUMBER	PROJECT TITLE	AMOUNT
<u>General Funds</u>			
Storm Drains	204P002	Storm Drain Repairs & Enhancements	\$25,000
Storm Drains	204P007	Resilience And Sustainability	\$1,250,000
Storm Drains	204P329	Acquisition Of Flooded Homes	\$150,000
Streets And Highways	205P002	Street Rehabilitation	\$1,000,000
Streets And Highways	205P133	Roadway Resurfacing	\$2,000,000
Streets And Highways	205P301	Curbs, Gutters, And Sidewalks	\$1,000,000
Streets And Highways	205P350	Sidewalk Ramp/ada Upgrade Program	\$200,000
Streets And Highways	205P500	Bikeways & Pedestrian Access	\$500,000
Streets And Highways	205P501	Street Lights	\$400,000
Streets And Highways	205P502	Windsor Mill Road	\$1,000,000
Bridges, Culverts And Grade Separations	207P002	Minor Bridge Repair	\$300,000
General Government Buildings	210P018	Enhanced Productivity Thru Technology	\$9,799,746
General Government Buildings	210P069	Revenue Authority Capital Projects And Maintenance	\$2,750,000
General Government Buildings	210P601	Library Capital Maintenance & Renovations	\$265,550
General Government Buildings	210P701	Senior Center Capital Improvements	\$2,650,000
General Government Buildings	210P708	North County Senior Center	\$3,000,000
Parks, Preservation And Greenways	212P016	Neighborspace	\$70,000
Parks, Preservation And Greenways	212P301	Recreation Facility Renovations	\$880,000
Parks, Preservation And Greenways	212P302	Athletic Field Construction/renovation	\$900,000
Parks, Preservation And Greenways	212P307	Community/neighborhood Park Dvlpmnt	\$3,118,757
Parks, Preservation And Greenways	212P309	Greenways/stream Valleys/trails Dvlp.	\$300,000
Parks, Preservation And Greenways	212P601	Park & Recreation Facility Acquisition	\$2,000,000
Land Preservation	217P001	Agriculture Preservation	\$300,000
Land Preservation	217P002	Rural Legacy	\$550,000
Community Improvements	218P035	Economic Develop Financing Fund	\$8,836,192
Community Improvements	218P050	Neglected Property Community Fund	\$500,000
Community Improvements	218P100	Countywide Improvements	\$735,000
Fire Department Buildings	220P045	Volunteer Fire Co Grant Fund	\$1,500,000
Fire Department Buildings	220P054	Fire Facility Capital Improvements	\$4,629,000
Waterway Improvement Fund	221P400	Stormwater - Restoration And Retrofit	\$2,000,000
Waterway Improvement Fund	221P402	Stormwater - Sustainability	\$400,000
Police Department Buildings	230P013	Police Facility Capital Improvements	\$200,000
			<u>\$53,209,245</u>
<u>Debt Premium</u>			
Refuse Disposal	208P003	Western Acceptance Facility	\$320,000
General Government Buildings	210P036	New Buildings, Repair, Renovations, Minor Addns	\$11,067,000
General Government Buildings	210P701	Senior Center Capital Improvements	\$1,875,000
Parks, Preservation And Greenways	212P307	Community/neighborhood Park Dvlpmnt	\$6,031,243
			<u>\$19,293,243</u>
<u>Agricultural Pres Tax</u>			
Land Preservation	217P001	Agriculture Preservation	\$460,000
			<u>\$460,000</u>



PAYGO CONTRIBUTION TO THE CAPITAL BUDGET BY SOURCE

CLASS OF PROJECTS	NUMBER	PROJECT TITLE	AMOUNT
<u>Local Open Space Waiver Fee</u>			
Parks, Preservation And Greenways	212P016	Neighborspace	\$70,000
			\$70,000
<u>Reforestation Waiver Fee</u>			
Waterway Improvement Fund	221P400	Stormwater - Restoration And Retrofit	\$115,000
Waterway Improvement Fund	221P402	Stormwater - Sustainability	\$936,000
			\$1,051,000
Total Contribution to the Capital Budget:			\$74,083,488





PAYGO CONTRIBUTION TO THE CAPITAL BUDGET BY SOURCE

Beginning in FY14, Pay-As-You-Go (PAYGO) funds is defined to include funding provided to the Capital Budget from a variety of sources which would offset the need to issue debt. The FY 2022 Capital Budget includes Pay-As-You-Go (PAYGO) from the following sources:

CLASS OF PROJECTS	NUMBER	PROJECT TITLE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<u>General Funds</u>								
Storm Drains	204P002	Storm Drain Repairs & Enhancements	\$25,000	\$0	\$0	\$0	\$0	\$0
Storm Drains	204P007	Resilience And Sustainability	\$1,250,000	\$0	\$0	\$0	\$0	\$0
Storm Drains	204P329	Acquistion Of Flooded Homes	\$150,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P002	Street Rehabilitation	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P133	Roadway Resurfacing	\$2,000,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P301	Curbs, Gutters, And Sidewalks	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P350	Sidewalk Ramp/ada Upgrade Program	\$200,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P500	Bikeways & Pedestrian Access	\$500,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P501	Street Lights	\$400,000	\$0	\$0	\$0	\$0	\$0
Streets And Highways	205P502	Windsor Mill Road	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Bridges, Culverts And Grade	207P002	Minor Bridge Repair	\$300,000	\$0	\$0	\$0	\$0	\$0
General Government Buildings	210P018	Enhanced Productivity Thru Technology	\$9,799,746	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000
General Government Buildings	210P069	Revenue Authority Capital Projects And Maintenance	\$2,750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
General Government Buildings	210P601	Library Capital Maintenance & Renovations	\$265,550	\$0	\$0	\$0	\$0	\$0
General Government Buildings	210P701	Senior Center Capital Improvements	\$2,650,000	\$0	\$0	\$0	\$0	\$0
General Government Buildings	210P708	North County Senior Center	\$3,000,000	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P016	Neighborspace	\$70,000	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P301	Recreation Facility Renovations	\$880,000	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P302	Athletic Field Construction/renovation	\$900,000	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P307	Community/neighborhood Park Dvlpmnt	\$3,118,757	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P309	Greenways/stream Valleys/trails Dvlp.	\$300,000	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P601	Park & Recreation Facility Acquisition	\$2,000,000	\$0	\$0	\$0	\$0	\$0
Land Preservation	217P001	Agriculture Preservation	\$300,000	\$0	\$0	\$0	\$0	\$0
Land Preservation	217P002	Rural Legacy	\$550,000	\$0	\$0	\$0	\$0	\$0
Community Improvements	218P035	Economic Develop Financing Fund	\$8,836,192	\$8,740,583	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000
Community Improvements	218P050	Neglected Property Community Fund	\$500,000	\$0	\$0	\$0	\$0	\$0
Community Improvements	218P100	Countywide Improvements	\$735,000	\$0	\$0	\$0	\$0	\$0
Fire Department Buildings	220P045	Volunteer Fire Co Grant Fund	\$1,500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Fire Department Buildings	220P054	Fire Facility Capital Improvements	\$4,629,000	\$0	\$0	\$0	\$0	\$0
Waterway Improvement Fund	221P400	Stormwater - Restoration And Retrofit	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Waterway Improvement Fund	221P402	Stormwater - Sustainability	\$400,000	\$0	\$0	\$0	\$0	\$0
Police Department Buildings	230P013	Police Facility Capital Improvements	\$200,000	\$0	\$0	\$0	\$0	\$0
			\$53,209,245	\$19,740,583	\$14,300,000	\$14,300,000	\$14,300,000	\$14,300,000

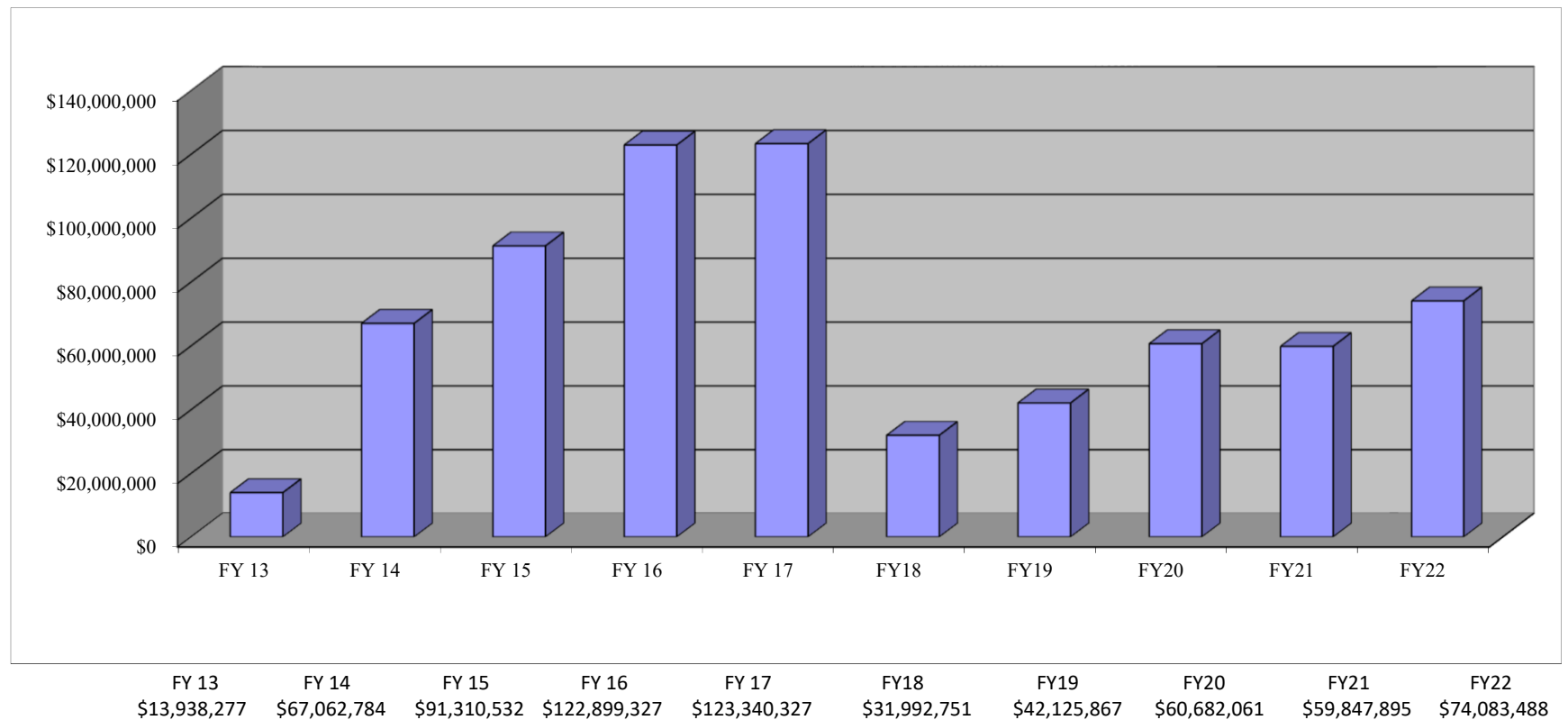


PAYGO CONTRIBUTION TO THE CAPITAL BUDGET BY SOURCE

CLASS OF PROJECTS	NUMBER	PROJECT TITLE	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<u>Debt Premium</u>								
Refuse Disposal	208P003	Western Acceptance Facility	\$320,000	\$0	\$0	\$0	\$0	\$0
General Government Buildings	210P036	New Buildings, Repair, Renovations, Minor Addns	\$11,067,000	\$0	\$0	\$0	\$0	\$0
General Government Buildings	210P701	Senior Center Capital Improvements	\$1,875,000	\$0	\$0	\$0	\$0	\$0
Parks, Preservation And Greenways	212P307	Community/neighborhood Park Dvlpmnt	\$6,031,243	\$0	\$0	\$0	\$0	\$0
			\$19,293,243	\$0	\$0	\$0	\$0	\$0
<u>Agricultural Pres Tax</u>								
Land Preservation	217P001	Agriculture Preservation	\$460,000	\$0	\$460,000	\$0	\$460,000	\$0
			\$460,000	\$0	\$460,000	\$0	\$460,000	\$0
<u>Local Open Space Waiver Fee</u>								
Parks, Preservation And Greenways	212P016	Neighborspace	\$70,000	\$0	\$200,000	\$0	\$200,000	\$0
Parks, Preservation And Greenways	212P307	Community/neighborhood Park Dvlpmnt	\$0	\$0	\$500,000	\$0	\$500,000	\$0
			\$70,000	\$0	\$700,000	\$0	\$700,000	\$0
<u>Reforestation Waiver Fee</u>								
Waterway Improvement Fund	221P400	Stormwater - Restoration And Retrofit	\$115,000	\$0	\$0	\$0	\$0	\$0
Waterway Improvement Fund	221P402	Stormwater - Sustainability	\$936,000	\$0	\$0	\$0	\$0	\$0
			\$1,051,000	\$0	\$0	\$0	\$0	\$0
Total Contribution to the Capital Budget:			\$74,083,488	\$19,740,583	\$15,460,000	\$14,300,000	\$15,460,000	\$14,300,000



FY 2022 Capital Budget
PAYGO History

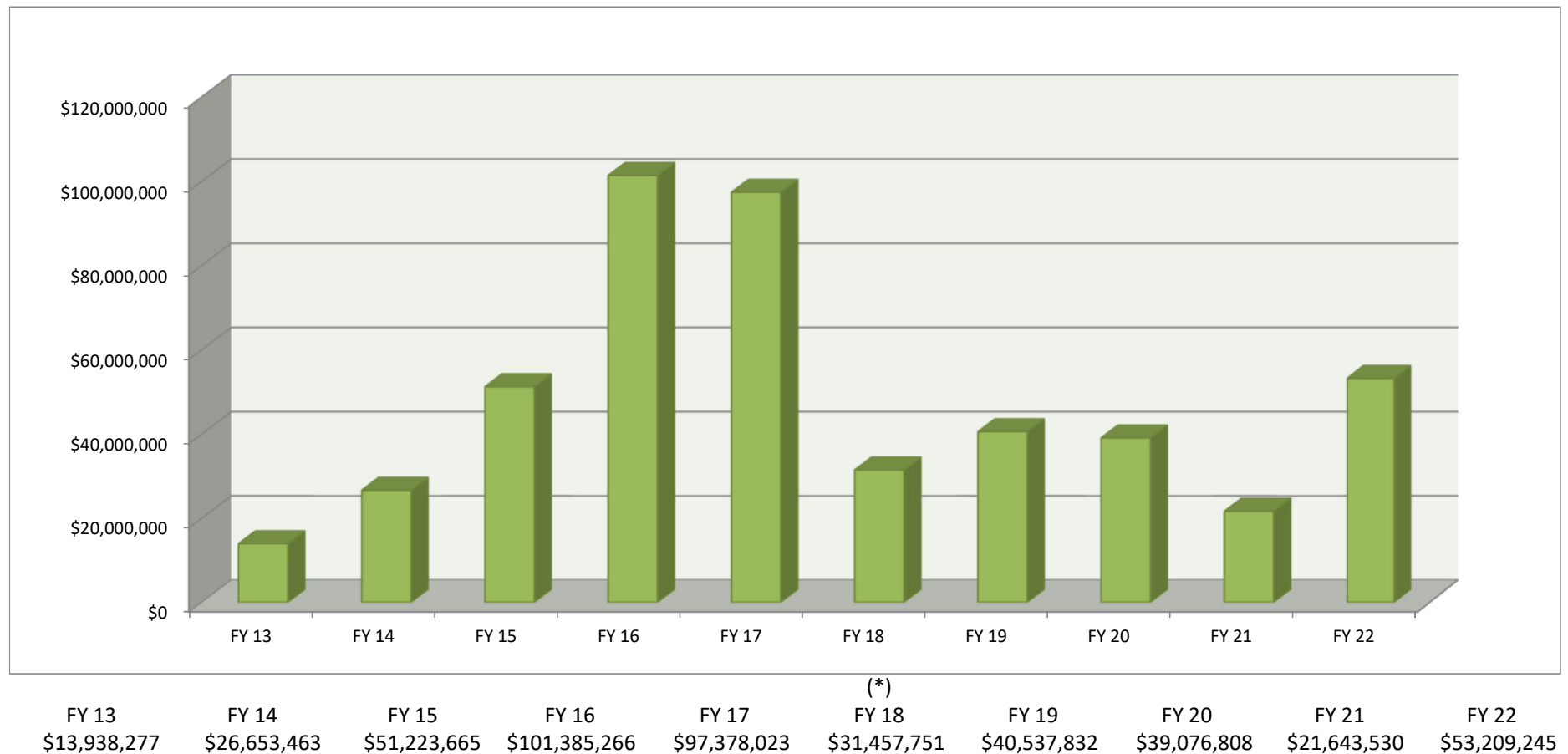


Note: Amounts reflect adopted budgets and do not include supplemental appropriations that may have occurred during the fiscal year.

(*): Amounts prior to FY 14 are General Funds only. Effective FY 2014, PAYGO funds were defined to include general funds, certain storm water fee revenue, agricultural preservation tax revenue, storm water and reforestation waiver fees, LOS waiver fees, and debt premium. This amount also includes a supplemental appropriation effective 10/21/13 of debt premium totaling \$17,244,721.



FY2022 Capital Budget General Fund Contribution History



(*): This amount includes a supplemental appropriation effective 11/16/14 totaling \$2,543,617.



**CAPITAL PROGRAM IMPACT ON OPERATING BUDGET
(Selected Projects)**

Project	Description	FY22 Budgeted Amount	FY23 - 27 Capital Program	Operational Impact
Sewer - Misc. System Improvements	Upgrades to and capital maintenance of facilities such as small pumping stations and force mains. These improvements may include installation of more efficient electric motors, radio telemetry pumping station performance monitoring, electrical panels.	\$20,000,000	\$40,000,000	These projects tend to have a positive impact on operational cost in that they can reduce electricity consumption, prevent overflows and reduce the occurrence of pumping system failures.
Gun Powder to White Marsh System Improvement	The project consists of 32,300 feet of sewer force main and interceptors from Gunpowder to White Marsh Pumping Station.	\$0	\$138,000,000	This is a parallel system to lines in the area to increase capacity of the system. This would reduce the chance of overflows and catastrophic failures that could impact nearby reservoirs. Such a failure, and potential impact to a raw water reservoir, would result in millions of dollars in clean up, emergency repair, and potential penalties which would far exceed construction costs shown.
Long Quarter Rehabilitation - South	This project consists of the rehabilitation of 77,000 linear feet of existing sanitary sewers ranging in diameter from 8" to 66".	\$16,000,000	\$0	The rehabilitation is designed to prevent a catastrophic failure of the system at this location. Such a failure would result in millions of dollars of clean up, emergency repair, and potential penalties which would far exceed the construction cost shown.
Gunpowder Structural Rehabilitation	The project consists of the rehabilitation of 71,000 linear feet of existing sanitary sewers ranging in diameter from 8" to 42".	\$14,000,000	\$0	The rehabilitation is designed to prevent a catastrophic failure of the system at this location. Such a failure would result in millions of dollars of clean up, emergency repair, and potential penalties which would far exceed the construction cost shown.
Outfall Phase II Sewer shed Improvements	The project consists of the rehabilitation and improvements to the City Outfall sewer shed that conveys flow from the City and County to the Back River Wastewater Treatment Plant.	\$5,000,000	\$67,000,000	The rehabilitation is designed to prevent a catastrophic failure of the system at this location. Such a failure would result in millions of dollars of clean up, emergency repair, and potential penalties which would far exceed the construction costs shown.
Water - Main Replacement and Rehabilitation	This project funds the replacement of deteriorated and inadequate water mains or rehabilitation of old tuberculated water mains.	\$30,000,000	\$90,000,000	These projects have a positive cost impact as they prevent or limit the number of water main breaks that cause the unanticipated reallocation of resources to stop and correct the damaged pipe.
Water - City/County Joint Use Facilities	This is the County's share of improvements to the system's water supply filtration facilities, water pumping stations and other water facilities.	\$101,473,000	\$131,562,000	Joint Use projects relate to ongoing capital maintenance, enlarging of pumping capacity and other similar capital improvements. Operating cost and/or savings resulting from these projects is negligible.
Fullerton Filtration Plant	This project funds the County's share of the costs for the New Fullerton Filtration Plant to replace existing filtration facilities built in the early 1900's. The new facility would be capable of processing up to 120 million gallons per day.	\$6,000,000	\$28,598,000	The construction of this facility is necessary to replace the existing aging infrastructure and prevent a catastrophic failure in the system. Such a catastrophic failure would result in clean up and emergency repair and replacement costs that would well exceed design and construction costs shown.
Ashburton Finished Water Reservoir Improvements	This project funds the County's share of the cost for two new buried concrete reservoirs to replace the existing uncovered Druid Lake to conform with the EPA's Long Term - 2 Enhanced Surface Water Treatment Rule.	\$24,262,000	\$0	The construction of these facilities is required to be in conformance with EPA regulations. Failing to do so could result in legal actions by that agency resultant in a potential Consent Decree which would undoubtedly incur additional operating, legal, and perhaps more costly expedited construction costs.



**CAPITAL PROGRAM IMPACT ON OPERATING BUDGET
(Selected Projects)**

Project	Description	FY22 Budgeted Amount	FY23 - 27 Capital Program	Operational Impact
Storm Drain Repairs and Enhancements	This project funds the repair, improvement, and minor extension of storm drains in established communities to accommodate increased runoff, prevent property damage, prevent roadway flooding and icing, and compliance with Stormwater and MS-4 requirements.	\$4,025,000	\$8,000,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Roadway Resurfacing	This project funds the annual on-going resurfacing of County roads.	\$24,216,000	\$46,012,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Street Rehabilitation	This project covers all street improvements in conjunction with County building projects. It also funds citizen petitioned improvements, rehabilitation in conjunction with major utility work, road failure reconstruction, and miscellaneous improvements.	\$3,044,000	\$5,268,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Alley Reconstruction	Alleys are owned by property owners adjacent to the alley. Since they are a right-of-way, the County subsidizes their reconstruction.	\$1,250,000	\$3,500,000	The County is not responsible for snow removal, illumination or maintenance of alleys; therefore, this is no operational cost impact for this project.
Curbs, Gutters, and Sidewalks	This project funds the replacement and repair of deteriorated curbs, gutters, and sidewalks, as well as construction of new sidewalks where needed.	\$9,500,000	\$17,000,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Miscellaneous Intersection Improvements	This project will increase capacity and safety along roads and major intersections throughout the County. Road improvements will relieve congested areas as defined as deficient under County law.	\$945,000	\$4,450,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Street Lights	A portion of funding in this project will begin replacement of County-owned sodium and mercury vapor street light fixtures with LED fixtures.	\$800,000	\$800,000	The replacement of these older fixtures with LED technology will result in energy savings that will reduce operating costs for the County.
Windsor Mill Road	The project consists of roadway widening, new curb and gutter, and sidewalks along Windsor Mill Road in the Woodlawn area.	\$1,000,000	\$0	There is no measurable operational impact of this project. The project will reduce traffic congestion and increase pedestrian safety by providing sidewalks for safe residential foot traffic.
Minor Bridge Repair	This project funds emergency bridge repairs and replacement. It also funds the strengthening of existing bridges, and repairing, replacing and maintaining small bridges and retaining walls.	\$5,639,000	\$13,750,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Eastern Sanitary Landfill	Bulk of fund for construction for new Landfill cell in FY 22.	\$12,500,000	\$6,800,000	The landfill cell would allow a portion of the County's municipal solid waste to be disposed without cost to the County. At present, the County is landfilling nearly 400,000 tons, at current transport and disposal rates this saves the County approximately \$22.8m in the current year (if this same tonnage had been disposed of otherwise at a non-County facility).
Enhanced Productivity Thru Technology	This projects funds the computerization and automation of various functions throughout County government to increase productivity and enhance customer service.	\$10,799,746	\$35,000,000	The automation of various tasks and processes throughout the county are targeted to increase productivity without increasing personnel and/or operating costs.



**CAPITAL PROGRAM IMPACT ON OPERATING BUDGET
(Selected Projects)**

Project	Description	FY22 Budgeted Amount	FY23 - 27 Capital Program	Operational Impact
Building Repair, Renovations, Minor Additions	This project provides for the maintenance, renovation, and additions to County buildings housing services like senior centers, health services, police, fire, courts, and other governmental services.	\$27,817,000	\$33,500,000	Significant projects include the replacement of chillers at the Detention Center, replacement of split systems and RTUs at Woodlawn Library /Health Center, funding for Public Safety Building and Detention Center EPC contracts, and replacement of Catonsville Senior Center boilers, pumps and controls. All projects will replace older systems with new energy efficient equipment that are expected to reduce operational costs.
Library Capital Maintenance and Renovations	Funding for renovations and maintenance libraries throughout the County.	\$7,190,472	\$3,900,000	The maintenance and improvements funded under this project do not tend to increase operating costs of the building. At times, technology and energy efficient equipment is installed to make the buildings more efficient and less costly to operate.
Sparrows Point Fire Station and Police Substation	The project is for the design and construction of a new facility to house Fire personnel, the Fire Academy and a new Police substation.	\$16,000,000	\$0	The project will be a combination of the creation of new space and replacement of older facilities. Whereas the creation of new space will undoubtedly generate additional operational costs, which will be included in future budgets, the replacement of older facilities with a LEED certified facility and modern equipment is expected to generate energy efficiency savings.
Wilkins Precinct - Replacement	Project is to replace the existing precinct which was built in the 1960's	\$7,000,000	\$0	Operating funds will be included in future budgets, but should have minimal impact on staffing costs. The replacement of the older facility with a LEED certified facility with modern systems it is expected to yield energy efficiency savings.
Lansdowne High School Replacement	Funding has been included for the replacement of the Lansdowne High School to relieve overcrowding issues and provide a modern facility for staff and student interaction.	\$67,577,000	\$0	New construction and additions will result in net increases in personnel and operational costs as resources are shifted from currently overcrowded locations. Operating funds will be included in future budgets as school is constructed and opened. The replacement of older schools with new LEED Certified buildings are expected to yield energy efficiency savings.
NW Area New Construction, Additions, and Renovation	Projects include the replacement and renovation/addition of elementary schools to relieve overcrowding including Summit Park and Scotts Branch.	\$40,823,287	\$0	New construction and additions will result in net increases in personnel and operational costs as resources are shifted from currently overcrowded locations. Operating funds will be included in future budgets as schools are constructed and opened. Additions and renovations should have minimal impact on staffing costs since they would be built to accommodate the existing student population. The replacement of older schools with new LEED Certified buildings are expected to yield energy efficiency savings.
NE Area New Construction, Additions, and Renovation	Project includes a replacement school for Red House Run Elementary to relieve overcrowding in the Perry Hall and Overlea/Rosedale communities.	\$10,016,997	\$0	New construction will result in net increases in personnel and operational costs as resources are shifted from currently overcrowded locations. Operating funds will be included in future budgets as schools are constructed and opened. Additions and renovations should have minimal impact on staffing costs since they would be built to accommodate the existing student population. The replacement of older schools with new LEED Certified buildings are expected to yield energy efficiency savings.



**CAPITAL PROGRAM IMPACT ON OPERATING BUDGET
(Selected Projects)**

Project	Description	FY22 Budgeted Amount	FY23 - 27 Capital Program	Operational Impact
School Major Maintenance	This project funds the refurbishment of school buildings including HVAC systems, domestic water systems, electrical systems, interior finishes, windows and doors. Included in FY16 are systemic improvements and air conditioning for four high schools - Lansdowne, Patapsco, Dulaney and Woodlawn.	\$26,947,404	\$194,000,000	With the replacement of antiquated building mechanical systems, operational costs associated with the individual schools impacted should decrease. The installation of air conditioning will increase utility costs for those schools.
School Roof Rehabilitation	This project provides for all reroofing needs in the school system.	\$29,941,094	\$35,000,000	Replacement of leaky roofs will reduce operational cost associated with water damage repairs and improve the buildings overall energy efficiency.
Land Preservation	This project allows the purchase of development rights from owners of agricultural land. The program uses a combination of State and local funding.	\$4,660,000	\$11,720,000	There is no measurable operational cost impact of this project. This is an on-going annual project with resources devoted to it's implementation.
Watershed Restoration	This project funds environmental restoration projects including revegetation, repair, and enhancement of improvement structures, the County derelict boat program, the SAV program, and programs designed to meet State mandated stormwater requirements.	\$2,040,000	\$750,000	There is no measurable operational impact associated with this continuing project. Stream restoration projects reduce the cost of repair and maintenance of sewers and storm drains. Shoreline enhancement and stormwater retrofit projects reduce maintenance costs. Projects to address mandated stormwater requirements prevent possible future compliance penalties.
Roches Run Stream Restoration Project	A 2,600 linear foot stream restoration on Roches Run beginning on the NE side of Reisterstown Road and parallel to Hammershire Rd in Reisterstown/Owings Mills	\$1,350,000	\$1,350,000	The restoration project has multiple purposes including improving water quality, reducing pollutant loads, meeting MS4 mandates, and protecting sewer gravity lines which run along the same path and would prevent catastrophic failure of these lines. Would such a catastrophic failure occur, initial stabilization costs, remediation, repair costs, and penalties, which most likely would be a combination of operating and capital funds, would be estimated to be between \$5,400,000 to \$6,750,000 because of the need of extensive renovation and replacement of the sewer line structures
Lower Gunpowder at Silverwood Stream Restoration Project	An approximately 4,000 linear foot project on tributaries with direct drainage to the Lower Gunpowder Falls beginning in the natural area upstream of Seven Courts Drive and ending at Pinedale Drive	\$1,570,000	\$1,570,000	The restoration project has multiple purposes including improving water quality, reducing pollutant loads, meeting MS4 mandates, and protecting sewer, storm drain, and stormwater management from catastrophic damage. Gravity main sanitary sewer lines lie adjacent to the active channel throughout the entire project area and cross at several locations. Most of the pipe is concrete, with a small portion of PVC and unknown materials comprising the remainder. Two County-owned stormwater management ponds are also immediately adjacent to the active channel. Would a catastrophic failure occur, initial stabilization costs, remediation, repair costs, and penalties, which most likely would be a combination of operating and capital funds, would be estimated to be between \$6,2800,000 to \$7,850,000 because of the need of extensive renovation, repairs and replacements.
Gwynns Falls @ Pittsfield Stream Restoration	A 3,900 linear foot project located on an unnamed tributary to the Gwynns Falls and multiple outfall channels. The stream originates at Greenshire Lane, passes under Pittsfield Rd and ends near Green Valley Lane at a large stormwater management pond east of I-795.	\$1,500,000	\$1,500,000	The restoration project has multiple purposes including improving water quality, reducing pollutant loads, meeting MS4 mandates, and protecting sewer gravity lines which run along the same path and would prevent catastrophic failure of these lines. Would such a catastrophic failure occur, initial stabilization costs, remediation, repair costs, and penalties, which most likely would be a combination of operating and capital funds, would be estimated to be between \$6,000,000 to \$7,500,000 because of the need of extensive renovation and replacement of the sewer line structures



**CAPITAL PROGRAM IMPACT ON OPERATING BUDGET
(Selected Projects)**

Project	Description	FY22 Budgeted Amount	FY23 - 27 Capital Program	Operational Impact
Scotts Level Branch @ Allenswood Stream Restoration	An 820 linear foot project located on a tributary to Scotts Level Branch beginning at Offutt Rd and ending at Allenswood Rd in Randallstown	\$760,000	\$0	The restoration project has multiple purposes including improving water quality, reducing pollutant loads, meeting MS4 mandates, and protecting sewer gravity lines which run along the same path and would prevent catastrophic failure of these lines. Would such a catastrophic failure occur, initial stabilization costs, remediation, repair costs, and penalties, which most likely would be a combination of operating and capital funds, would be estimated to be between \$3,040,000 to \$3,800,000 because of the need of extensive renovation and replacement of the sewer line structures





CAPITAL BUDGET HISTORY

APPROPRIATIONS (IN THOUSANDS \$)	FY14-15 BUDGETS	FY16-17 BUDGETS	FY18-19 BUDGETS	FY20-21 BUDGETS	FY22-23 BUDGETS
Sewer & Water	440,860	584,174	495,835	473,425	527,691
Public Works	113,428	97,518	86,877	70,164	67,429
Refuse Disposal	7,931	3,930	8,126	2,100	15,320
Operational Buildings	80,495	97,861	58,460	58,305	102,161
Schools	168,074	351,021	115,985	260,319	203,920
Community College	31,756	25,110	33,205	35,504	28,187
Parks, Preserv. & Greenways	22,099	17,992	23,193	29,367	75,722
Waterway Improvement	23,183	32,552	24,200	22,533	28,644
Other Classifications	10,925	33,760	28,268	33,181	26,622
TOTAL	898,751	1,243,918	874,149	984,898	1,075,696
RESOURCES (IN THOUSANDS \$)					
Metro District Funds	408,477	539,972	476,535	473,425	46,000
General Obligation Bonds	277,395	178,024	220,618	321,474	394,990
General Funds	75,320	200,977	94,011	69,912	72,950
Developer Funding	1,600	1,600	1,600	1,600	1,100
State, Federal, Other	135,959	323,345	81,385	118,487	560,656
TOTAL	898,751	1,243,918	874,149	984,898	1,075,696

Resources include reallocated funds that may be available for many reasons including prior project completion, actual construction cost lower than estimated, and project delays or deletions.

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EXHIBITS

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- **Exhibit A** Assessable Basis
 - **Exhibit B** Operating Revenues and Other
Financing Sources
 - **Exhibit C** Summary of Operating Budgets
 - **Exhibit D** General Obligation Debt
Outstanding
 - **Exhibit E** Metropolitan District Debt
Outstanding
 - **Exhibit F** Government-Wide Summary of
Funds
 - **Exhibit G** Unappropriated Fund Balance:
Special Funds
 - **Exhibit H** Preliminary Unappropriated Fund
Balance: General Funds
 - **Exhibit I** Operating Budget Objects of
Expenditure
 - **Exhibit K** Capital Budget Source of Funding
Summary
-

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EXHIBIT "A"
ASSESSABLE BASIS AND ESTIMATED COLLECTION
REAL AND PERSONAL PROPERTY

	FISCAL YEAR 2020		FISCAL YEAR 2021		FISCAL YEAR 2022	
	Assessable Basis	Real @ \$1.10 & Personal @ \$2.75	Assessable Basis	Real @ \$1.10 & Personal @ \$2.75	Assessable Basis	Real @ \$1.10 & Personal @ \$2.75
REAL PROPERTY						
Annual Assessment	86,585,699,545	952,442,695	89,082,850,182	979,911,352	92,381,035,091	1,016,191,386
New Construction Subject to						
Three Quarter Year Taxation	102,309,000	1,125,399	193,200,636	2,125,207	93,750,000	1,031,250
Half Year Taxation	124,023,273	1,364,256	63,095,727	694,053	75,000,000	825,000
One Quarter Year Taxation	<u>41,759,818</u>	<u>459,358</u>	<u>25,000,000</u>	<u>275,000</u>	<u>25,000,000</u>	<u>275,000</u>
TOTAL - Real Property	86,853,791,636	955,391,708	89,364,146,545	983,005,612	92,574,785,091	1,018,322,636
PERSONAL PROPERTY						
Unincorporated Business	60,447,226	1,662,299	61,088,000	1,679,920	59,760,000	1,643,400
Railroads	19,513,471	536,620	21,296,000	585,640	21,402,000	588,555
Public Utilities	1,653,169,344	45,462,157	1,759,531,000	48,387,103	1,748,446,000	48,082,265
Ordinary Business Corporation	<u>2,000,105,163</u>	<u>55,002,892</u>	<u>1,778,912,000</u>	<u>48,920,080</u>	<u>1,740,240,000</u>	<u>47,856,600</u>
TOTAL - Personal Property	3,733,235,203	102,663,968	3,620,827,000	99,572,743	3,569,848,000	98,170,820
TOTAL - REAL & PERSONAL	90,587,026,840	1,058,055,676	92,984,973,545	1,082,578,355	96,144,633,091	1,116,493,456

* Estimated Yield from a one cent tax on real property and 2.5 cents on personal property -

\$9,261,474



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING
SOURCES FOR FISCAL YEARS 2020, 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
GENERAL FUNDS			
TAXES			
REAL AND PERSONAL PROPERTY TAXES			
CURRENT YEAR REAL PROPERTY TAX	955,391,707	983,005,612	1,018,322,636
CURRENT YEAR TAX PERSONAL PROPERTY	1,662,299	1,679,920	1,643,400
CURRENT YEAR TAX RAILROADS	536,619	585,640	588,555
CURRENT YEAR TAX PUBLIC UTILITIES	45,462,157	48,387,103	48,082,265
CURRENT YEAR ORDINARY BUS CORP TAX	55,002,892	48,920,080	47,856,600
DISCOUNTS ALLOWED ON TAXES	(6,185,577)	(6,446,704)	(6,511,171)
DISCOUNTS NOT ALLOWED ON TAXES	145	0	0
INTEREST PAID ON REFUND TAXES	(267,775)	(390,118)	(515,323)
CREDIT AGED (CLOSED)	(30,581)	(335,000)	(30,000)
CREDIT: HOMEOWNER	(8,490,386)	(8,484,907)	(8,569,757)
CREDIT: COUNTY SPECIAL CREDITS	(14,684,157)	(16,473,063)	(18,387,793)
CREDIT: HOMEOWNERS SUPPLEMENT	(1,340,937)	(1,350,141)	(1,363,642)
CREDIT: HOMESTEAD	(12,085,075)	(11,395,725)	(12,047,090)
UNCOLLECTED TAXES	(10,320,976)	(4,500,000)	(3,500,000)
PRIOR YEAR TAX REAL PROPERTY	200,282	3,000,000	50,000
PRIOR YEAR TAX PERSONAL PROPERTY	28,124	10,000	70,000
PRIOR YEAR TAX ORDINARY BUS CORP	2,557,133	4,041,560	1,200,000
HEAVY EQUIPMENT TAX	1,280,045	1,400,000	1,400,000
PENALTIES/INTEREST DELINQUENT TAX	1,874,606	2,470,820	2,200,000
PAYMENT IN LIEU OF PROPERTY TAX	2,409,651	2,434,415	2,458,759
TOTAL - REAL AND PERSONAL PROPERTY TAXES	1,013,000,196	1,046,559,492	1,072,947,439
INCOME TAXES			
INCOME TAXES	831,885,892	843,969,129	845,381,441
PRIOR YEARS UNALLOC WITHOLDING	30,817,839	23,320,546	25,736,697
TOTAL - INCOME TAXES	862,703,731	867,289,675	871,118,138



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
GENERAL FUNDS			
TAXES			
SALES & SERVICE TAXES			
ADMISSIONS	5,047,264	3,000,000	6,000,000
PUBLIC UTILITIES ELECTRICITY	13,515,118	12,824,308	13,000,000
PUBLIC UTILITIES TELEPHONE	7,575,455	7,398,666	7,226,002
COUNTY RECORDATION TAX	35,803,384	36,500,000	33,945,000
COUNTY TITLE TRANSFER TAX	78,570,608	80,000,000	75,200,000
HOTEL & MOTEL TAX	10,294,664	6,591,450	10,780,000
911 FEE	9,221,036	9,000,000	9,000,000
CELL PHONE TAX	4,955,370	4,637,735	4,700,000
TOTAL - SALES & SERVICE TAXES	164,982,899	159,952,159	159,851,002
TOTAL - TAXES	2,040,686,826	2,073,801,326	2,103,916,579
LICENSES AND PERMITS			
LICENSES			
AMUSEMENT DEVICES	603,445	600,000	588,000
ELECTRICAL LICENSE	219,187	88,000	215,000
PLUMBING BOARD LICENSE	70,413	250,000	70,000
PUBLIC SWIMMING POOLS AND BEACHES	146,365	150,000	195,000
RENTAL REGISTRATION FEES	435,430	440,000	391,000
ANIMAL SERVICES LICENSE	142,266	145,000	145,000
MARRIAGE LICENSE	122,250	120,000	145,000
ELECTRICAL INSPECTION	1,360,501	1,100,000	1,000,000
MISCELLANEOUS BUSINESS LICENSES	86,359	58,250	82,250
TOTAL - LICENSES	3,186,216	2,951,250	2,831,250
PERMITS			
BUILDING PERMIT	2,010,771	2,300,000	2,000,000
MISCELLANEOUS PERMITS	134,358	112,500	128,200
PERMITS - METROPOLITAN	216,481	150,400	225,400
TOTAL - PERMITS	2,361,610	2,562,900	2,353,600
TOTAL - LICENSES AND PERMITS	5,547,826	5,514,150	5,184,850



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
GENERAL FUNDS			
FINES, FORFEITURES AND PENALTIES			
VEHICLE PARKING FINE	1,709,669	1,000,000	1,500,000
ANIMAL SERVICES PENALTIES AND FINES	51,019	46,500	42,500
SEIZED FUNDS AND FORFEITURES	348,551	400,000	500,000
UNCLAIMED PROPERTY - POLICE	124,194	90,000	85,000
ZONING VIOLATION CITATIONS	1,287,041	1,600,000	200,000
FALSE ALARM CITATIONS	522,300	600,000	400,000
COURT FINES	123,511	50,000	100,000
RED LIGHT CITATIONS	845,426	815,000	800,000
MISC FINES, FORF, PENALTIES	88,960	25,000	74,000
TOTAL - FINES, FORFEITURES AND PENALTIES	5,100,671	4,626,500	3,701,500
REVENUE FROM USE OF MONEY AND PROPERTY			
INVESTMENTS	8,155,422	559,000	256,000
TOTAL - REVENUE FROM USE OF MONEY AND PROPERTY	8,155,422	559,000	256,000



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
GENERAL FUNDS			
INTERGOVERNMENTAL AID			
STATE SHARED REVENUES			
HIGHWAY USER REVENUE	8,298,729	8,184,118	8,669,608
OTHER STATE SHARED TAXES	1,235	1,600	1,600
STATE SHARED BUSINESS LICENSES	1,615,484	1,924,500	2,055,500
TOTAL - STATE SHARED REVENUES	9,915,448	10,110,218	10,726,708
STATE GRANTS IN AID			
OTHER STATE AID	128,226	87,515	74,560
TARGETED LOCAL HEALTH LIBRARIES	6,290,258	6,391,534	6,391,534
POLICE PROTECTION	1,281,398	1,308,270	1,329,200
STATE AID TEACHER PENSION	12,815,492	12,777,289	12,680,713
PERSONAL CARE PROGRAM	3,000,000	3,000,000	3,000,000
GERIATRICS SCREENING	873,498	850,000	1,000,000
ENTERPRISE ZONE	1,759,400	1,500,000	1,100,000
HOMEOWNERS TAX CREDIT REIMBURSEMENT	98,039	100,000	100,000
CHILD SUPPORT ENFORCEMENT	8,263,384	8,484,907	8,569,757
FIRE RESCUE AID	567,743	595,000	520,000
STATE AID REDUCTION	1,712,082	1,745,493	1,728,038
	(2,876,796)	(2,900,000)	(2,929,000)
TOTAL - STATE GRANTS IN AID	33,912,724	33,940,008	33,564,802
GRANTS FROM THE FEDERAL GOVERNMENT			
FEDERAL AID - SOCIAL SERVICES	1,263,847	1,220,250	1,204,401
FEDERAL AID - POLICE	357,526	310,000	320,000
ARRA BOND REIMBURSEMENT	4,031,206	3,252,388	3,053,889
FEDERAL AID - MISCELLANEOUS	224,147	86,000	133,900
TOTAL - GRANTS FROM THE FEDERAL GOVERNMENT	5,876,726	4,868,638	4,712,190
TOTAL - INTERGOVERNMENTAL AID	49,704,898	48,918,864	49,003,700



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
GENERAL FUNDS			
SERVICE CHARGES FOR CURRENT SERVICES			
GENERAL GOVERNMENT SERVICES			
DEVELOPMENT FEES	695,986	609,800	507,000
MISCELLANEOUS GOVERNMENT FEES	476,447	245,140	280,065
SHERIFF FEES	103,583	60,000	60,000
POLICE RECORDS FEE	227,571	200,000	220,000
LIEN CERTIFICATES	1,475,975	1,600,000	1,250,000
TAX SALES	3,687	90,000	170,000
FIRE DEPARTMENT FEES	741,975	500,000	700,000
COURT APPEARANCES	195,539	150,000	200,000
ZONING SERVICE CHARGES AND ADVERTISING	444,297	400,000	450,000
PLUMBING INSPECTION CHARGES	723,853	850,000	784,000
CREDIT CARD FEE	3,016	2,000	2,000
MASTERS FEE	276,578	76,465	400,000
EMS TRANSPORT FEES	27,220,070	25,000,000	25,000,000
TOTAL - GENERAL GOVERNMENT SERVICES	32,588,577	29,783,405	30,023,065
RECREATION AND PARKS SERVICES			
MISC RECREATION AND PARKS REVENUE	8,456	304,959	108,847
LOCH RAVEN FISHING CENTER	356,720	400,000	340,289
ROCKY POINT BEACH AND PARK	165,153	185,000	200,000
OREGON RIDGE ADMISSION FEES	35,382	10,000	100,000
TOTAL - RECREATION AND PARKS SERVICES	565,711	899,959	749,136
HEALTH AND HUMAN SERVICES			
HEALTH CLINIC FEES	95,452	8,100	119,500
MISCELLANEOUS HEALTH SERVICE FEES	1,892,110	2,080,699	2,100,199
EATING/DRINKING ESTABLISHMENT INSPECTION	1,424,663	1,450,000	1,450,000
PREADMISSION SCREENING	34,739	25,000	25,000
PRISONER MAINTENANCE AND UPKEEP	255,433	74,430	74,430
SANITARY LANDFILL	15,977,487	19,000,000	15,813,000
ASH ACCEPTANCE FEE	1,288,280	1,309,720	1,320,186
ANIMAL ADOPTION AND REDEMPTION	137,038	110,000	150,000
TOTAL - HEALTH AND HUMAN SERVICES	21,105,202	24,057,949	21,052,315
TOTAL - SERVICE CHARGES FOR CURRENT SERVICES	54,259,490	54,741,313	51,824,516



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
GENERAL FUNDS			
OTHER REVENUES			
OTHER MISCELLANEOUS RECEIPTS	1,308,008	1,049,586	814,457
METROPOLITAN DISTRICT REIMBURSEMENT	6,766,159	6,767,000	6,500,000
CAPITAL IMPROVEMENT FUND REIMBURSEMENT	621,421	625,000	625,000
SALE OF ASSETS	1,694	2,500	2,500
VENDING MACHINE REVENUE	18,869	0	5,000
SALE OF SURPLUS PROPERTY	340,080	130,000	100,000
RENTAL OF COUNTY FACILITIES	4,604,206	4,525,000	4,450,000
UTILITY ROAD CUT	224,779	300,000	300,000
CABLE TELEVISION	15,393,253	15,474,319	16,026,926
TRANSFER STATION REIMBURSEMENT	724,574	382,152	382,152
MISCELLANEOUS RECEIPT	3,067,869	6,000,000	4,500,000
RECYCLABLE MATERIALS	3,173,685	3,802,957	4,342,000
FRINGE BENEFITS_IDC	8,878,803	10,000,000	5,500,000
TOTAL - OTHER REVENUES	45,123,400	49,058,514	43,548,035
ESTIMATED FUNDS AVAILABLE			
PRIOR YR FUND BALANCE	(107,543,159)	(19,784,085)	85,435,843
TOTAL - ESTIMATED FUNDS AVAILABLE	(107,543,159)	(19,784,085)	85,435,843
TOTAL - GENERAL FUND (REVENUES PLUS SURPLUS)	2,101,035,374	2,217,435,582	2,342,871,023



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
SPECIAL FUNDS			
LIQUOR LICENSE FUND			
LIQUOR LICENSES	811,476	1,140,000	1,140,000
LIQUOR BOARD FEES	59,996	110,000	110,000
PRIOR YR FUND BALANCE	288,905	(28,603)	(2,672)
TRANSFER TO GIFTS AND GRANTS FUND	(450,000)	(450,000)	(450,000)
TOTAL - LIQUOR LICENSE FUND	710,377	771,397	797,328
STORMWATER MANAGEMENT FUND			
PRIOR YR FUND BALANCE	(251)	0	0
STORMWATER FEE	251	0	0
TOTAL - STORMWATER MANAGEMENT FUND	0	0	0
NEGLECTED PROPERTY COMMUNITY FUND			
PROGRAM INCOME	0	0	1,500,000
TRANSFER FROM CAPITAL BUDGET	0	0	500,000
TOTAL - NEGLECTED PROPERTY COMMUNITY FUND	0	0	2,000,000
ECONOMIC DEVELOPMENT FUND			
PRIOR YR FUND BALANCE	855,830	(690,000)	(690,000)
TRANSFER FROM CAPITAL BUDGET	10,836,192	8,836,192	8,836,192
PRINCIPAL REPAYMENT	391,619	500,000	500,000
PROGRAM INCOME	140,549	190,000	190,000
TOTAL - ECONOMIC DEVELOPMENT FUND	12,224,190	8,836,192	8,836,192
GIFTS AND GRANTS			
CIRCUIT COURT			
CIRCUIT COURT FEDERAL AID	169,413	150,837	157,683
CIRCUIT COURT STATE AID	2,100,286	2,417,372	2,475,619
CIRCUIT COURT PROGRAM INCOME	190,013	40,000	50,000
CIRCUIT COURT LOCAL SHARE	83,800	80,800	80,800
TOTAL - CIRCUIT COURT	2,543,512	2,689,009	2,764,102
OFFICE OF BUDGET AND FINANCE			
OFFICE OF BUDGET AND FINANCE FEDERAL AID	108,202,464	181,000,000	20,000,000
OFFICE OF BUDGET AND FINANCE PROGRAM INCOME	0	0	300,000
TOTAL - OFFICE OF BUDGET AND FINANCE	108,202,464	181,000,000	20,300,000



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
SPECIAL FUNDS			
GIFTS AND GRANTS			
DEPARTMENT OF CORRECTIONS			
DEPT OF CORRECTIONS PROGRAM INCOME	844,142	1,072,444	1,318,715
TOTAL - DEPARTMENT OF CORRECTIONS	844,142	1,072,444	1,318,715
STATE'S ATTORNEY			
STATE'S ATTORNEY FEDERAL AID	129,067	163,774	162,351
STATE'S ATTORNEY STATE AID	201,670	285,000	285,000
STATE'S ATTORNEY LOCAL SHARE	263,795	289,079	299,638
TOTAL - STATE'S ATTORNEY	594,532	737,853	746,989
PLANNING			
PLANNING STATE AID	239,172	0	0
PLANNING LOCAL SHARE	143,500	0	0
TOTAL - PLANNING	382,672	0	0
EMERGENCY COMMUNICATIONS CENTER			
EMERGENCY COMMUNICATIONS CENTER STATE AID	0	1,867,303	6,009,814
TOTAL - EMERGENCY COMMUNICATIONS CENTER	0	1,867,303	6,009,814
POLICE DEPARTMENT			
POLICE DEPARTMENT FEDERAL AID	4,096,674	8,590,305	7,737,165
POLICE DEPARTMENT STATE AID	745,220	1,386,520	2,130,000
POLICE DEPARTMENT PROGRAM INCOME	3,967,936	19,230,810	18,550,000
POLICE DEPARTMENT LOCAL SHARE	383,705	637,842	748,500
TOTAL - POLICE DEPARTMENT	9,193,535	29,845,477	29,165,665
FIRE DEPARTMENT			
FIRE DEPARTMENT FEDERAL AID	666,877	2,397,637	1,922,879
FIRE DEPARTMENT STATE AID	289,620	618,401	578,401
FIRE DEPARTMENT PROGRAM INCOME	0	0	50,000
FIRE DEPARTMENT LOCAL SHARE	169,403	771,076	609,367
TOTAL - FIRE DEPARTMENT	1,125,900	3,787,114	3,160,647
PERMITS APPROVALS AND INSPECTIONS			
PERMITS APPROVALS AND INSPECTIONS PROGRAM INCOME	0	500,000	500,000
TOTAL - PERMITS APPROVALS AND INSPECTIONS	0	500,000	500,000



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
SPECIAL FUNDS			
GIFTS AND GRANTS			
SHERIFF'S OFFICE			
COUNTY SHERIFF STATE AID	0	17,970	17,970
TOTAL - SHERIFF'S OFFICE	0	17,970	17,970
DEPARTMENT OF HEALTH			
DEPT OF HEALTH FEDERAL AID	17,360,841	37,420,221	50,664,378
DEPT OF HEALTH STATE AID	16,131,512	32,743,541	40,662,357
DEPT OF HEALTH PROGRAM INCOME	954,715	1,427,903	1,417,646
DEPT OF HEALTH LOCAL SHARE	4,456,763	3,938,968	4,613,334
TOTAL - DEPARTMENT OF HEALTH	38,903,831	75,530,633	97,357,715
DEPARTMENT OF SOCIAL SERVICES			
DEPT OF SOCIAL SERVICES FEDERAL AID	3,290,955	4,605,664	4,834,488
DEPT OF SOCIAL SERVICES STATE AID	2,231,877	3,445,189	3,619,849
DEPT OF SOCIAL SERVICES PROGRAM INCOME	7,291	50,000	52,500
DEPT OF SOCIAL SERVICES LOCAL SHARE	616,902	489,297	512,993
TOTAL - DEPARTMENT OF SOCIAL SERVICES	6,147,025	8,590,150	9,019,830
DEPARTMENT OF AGING			
DEPT OF AGING FEDERAL AID	4,747,273	6,592,588	6,286,189
DEPT OF AGING STATE AID	3,205,194	2,999,814	3,283,381
DEPT OF AGING PROGRAM INCOME	959,585	1,441,251	1,715,767
DEPT OF AGING LOCAL SHARE	1,610,382	1,074,842	1,268,967
TOTAL - DEPARTMENT OF AGING	10,522,434	12,108,495	12,554,304
DEPARTMENT OF RECREATION AND PARKS			
DEPT OF RECREATION & PARKS STATE AID	113,495	122,985	125,337
DEPT OF RECREATION & PARKS PROGRAM INCOME	2,511,133	3,897,495	4,447,483
TOTAL - DEPARTMENT OF RECREATION AND PARKS	2,624,628	4,020,480	4,572,820
DEPARTMENT OF ENVIRONMENTAL PROTECTION AND SUSTAINABILITY			
EPS STATE AID	51,057	59,000	59,000
EPS PROGRAM INCOME	434,876	714,860	675,952
TOTAL - DEPARTMENT OF ENVIRONMENTAL PROTECTION AND SUSTAINABILITY	485,933	773,860	734,952



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
SPECIAL FUNDS			
GIFTS AND GRANTS			
LOCAL MANAGEMENT BOARD			
LMB FEDERAL AID	25,000	0	0
LMB STATE AID	1,546,168	2,640,129	2,554,722
LMB LOCAL SHARE	44,128	44,128	44,128
TOTAL - LOCAL MANAGEMENT BOARD	1,615,296	2,684,257	2,598,850
DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT			
ECONOMIC DEVELOPMENT STATE AID	25,082	112,200	112,200
ECONOMIC DEVELOPMENT PROGRAM INCOME	27,933	210,600	230,600
ECONOMIC DEVELOPMENT LOCAL SHARE	1,263,859	1,166,811	1,297,280
TOTAL - DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT	1,316,874	1,489,611	1,640,080
HOUSING OFFICE			
HOUSING OFFICE FEDERAL AID	76,304,884	85,337,677	87,604,242
HOUSING OFFICE STATE AID	0	100,000	100,000
HOUSING OFFICE PROGRAM INCOME	740,584	0	0
TOTAL - HOUSING OFFICE	77,045,468	85,437,677	87,704,242
ORGANIZATION CONTRIBUTIONS			
ORGANIZATION CONTRIBUTIONS STATE AID	142,200	204,741	235,000
TOTAL - ORGANIZATION CONTRIBUTIONS	142,200	204,741	235,000
COMMUNITY DEVELOPMENT GRANTS			
COMMUNITY DEVELOPMENT FEDERAL AID	5,619,081	10,451,568	9,518,230
COMMUNITY DEVELOPMENT STATE AID	523,137	523,210	640,595
COMMUNITY DEVELOPMENT PROGRAM INCOME	359,272	400,000	383,521
TOTAL - COMMUNITY DEVELOPMENT GRANTS	6,501,490	11,374,778	10,542,346
DEPARTMENT OF PUBLIC WORKS & TRANSPORTATION			
PUBLIC WORKS FEDERAL AID	37,312	198,981	199,195
PUBLIC WORKS STATE AID	0	421,551	424,146
PUBLIC WORKS PROGRAM INCOME	0	188,526	193,504
PUBLIC WORKS LOCAL SHARE	0	528,433	530,815
TOTAL - DEPARTMENT OF PUBLIC WORKS & TRANSPORTATION	37,312	1,337,491	1,347,660



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
SPECIAL FUNDS			
GIFTS AND GRANTS			
WORKFORCE DEVELOPMENT			
WORKFORCE DEVELOPMENT FEDERAL AID	3,166,246	6,063,706	6,158,705
WORKFORCE DEVELOPMENT STATE AID	177,467	560,000	590,000
TOTAL - WORKFORCE DEVELOPMENT	3,343,713	6,623,706	6,748,705
TOTAL - GIFTS AND GRANTS	271,572,961	431,693,049	299,040,406
SPECIAL FUNDS	284,507,528	441,300,638	310,673,926





EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
NON-COUNTY FUNDS			
BOARD OF EDUCATION			
FOUNDATION PROGRAM	416,972,148	425,218,880	416,751,888
COMPENSATORY AID	154,224,738	160,394,882	143,897,768
TRANSPORTATION	34,544,913	35,413,886	31,641,765
SPECIAL EDUCATION	40,255,835	42,980,323	41,250,327
NON-PUBLIC PLACEMENT	21,471,646	21,875,520	22,807,583
OUT OF COUNTY LIVING	3,068,996	1,100,000	3,000,000
AGING SCHOOLS	1,583,041	874,227	874,227
LIMITED ENGLISH PROFICIENCY	27,865,731	32,802,891	32,379,743
OTHER STATE AID	6,441,523	6,633,680	6,513,190
RESTRICT PROGRAM - STATE	7,939,037	10,590,712	32,535,124
RESTRICT PROGRAM - FEDERAL	82,199,855	132,665,878	220,315,297
TUITION	151,444	137,000	137,000
OTHER REVENUES	6,644,268	7,206,368	4,976,257
BLUEPRINT FOR FUTURE	21,530,801	24,198,565	52,620,977
PRIOR YR FUND BALANCE	(5,601,593)	31,325,331	31,325,331
TOTAL - BOARD OF EDUCATION	819,292,383	933,418,143	1,041,026,477
BOARD OF LIBRARY TRUSTEES			
STATE AID - LIBRARY	5,125,594	5,232,800	5,316,693
FINES AND FEES	2,616,499	2,640,499	2,070,749
PRIOR YR FUND BALANCE	(3,041,260)	0	(516,399)
TOTAL - BOARD OF LIBRARY TRUSTEES	4,700,833	7,873,299	6,871,043
DEPARTMENT OF SOCIAL SERVICES			
FEDERAL AID	221,239	306,072	297,787
TOTAL - DEPARTMENT OF SOCIAL SERVICES	221,239	306,072	297,787
COMMUNITY COLLEGE OF BALTIMORE COUNTY			
TUITION AND FEES	68,751,597	71,917,804	70,152,918
STATE AID - CCBC	42,451,319	48,795,281	48,795,281
OTHER REVENUES-CCBC	61,894,924	77,456,762	64,297,172
PRIOR YR FUND BALANCE	936,983	940,856	569,859
TOTAL - COMMUNITY COLLEGE OF BALTIMORE COUNTY	174,034,823	199,110,703	183,815,230
NON-COUNTY FUNDS	998,249,278	1,140,708,217	1,232,010,537



EXHIBIT "B"
TOTAL OPERATING BUDGET REVENUES AND OTHER FINANCING SOURCES
FOR FISCAL YEARS 2020 , 2021 and 2022

SOURCE	FY 2020 ACTUALS	FY 2021 ESTIMATE	FY 2022 BUDGET
ENTERPRISE FUNDS			
METROPOLITAN DISTRICT FUND			
PRIOR YR FUND BALANCE	(30,642,768)	25,150,693	58,390,351
METRO ARRA BOND REIMBURSEMENT	2,067,385	2,022,262	2,415,682
WASTEWATER DISCHARGE PERMIT FEES	795,939	1,012,084	1,100,000
INVESTMENT/INTEREST INCOME	1,760,626	147,000	56,000
METROPOLITAN SERVICE CHARGES	183,044,167	189,820,017	189,187,260
INVESTMENT AND INTEREST INCOME	307,607	410,878	357,606
WATER - DISTRIBUTION CHARGES	50,601,466	55,900,297	61,227,773
FRONT FOOT ASSESSMENT - INTEREST	105,718	122,029	105,718
RECEIPTS FROM OTHER ENTITIES	9,014,791	8,944,366	8,852,038
FRONT FOOT ASSESSMENT	6,877,280	6,840,291	6,546,615
WATER - FRONT FOOT ASSESSMENT	3,561,922	3,567,469	3,396,359
CITY WATER DELIVERY CHARGES	1,786	35,296	1,786
SEWER - EXTINGUISHMENTS	4,013	103,294	4,013
MISCELLANEOUS METRO RECEIPTS	335,597	367,565	335,560
TOTAL - METROPOLITAN DISTRICT FUND	227,835,529	294,443,541	331,976,761
OTHER ENTERPRISE FUNDS			
SCHOOL FOOD SERVICE FUND	45,259,718	52,512,870	50,277,474
COMMUNITY COLLEGE AUXILIARY FUND	550,491	493,500	550,491
TOTAL - OTHER ENTERPRISE FUNDS	45,810,209	53,006,370	50,827,965
ENTERPRISE FUNDS	273,645,738	347,449,911	382,804,726
GRAND TOTALS			
TOTAL - GENERAL FUNDS	2,101,035,374	2,217,435,582	2,342,871,023
TOTAL - SPECIAL FUNDS	284,507,528	441,300,638	310,673,926
TOTAL - NON-COUNTY FUNDS	998,249,278	1,140,708,217	1,232,010,537
TOTAL - OPERATING BUDGET	3,383,792,180	3,799,444,437	3,885,555,486
TOTAL - ENTERPRISE FUNDS	273,645,738	347,449,911	382,804,726
GOVERNMENT - WIDE OPERATING FUNDS	3,657,437,918	4,146,894,348	4,268,360,212



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS FOR FISCAL
YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
GENERAL GOVERNMENT									
OFFICE OF COUNTY EXECUTIVE									
EXECUTIVE DIRECTION	855,895	0	855,895	1,089,482	0	1,089,482	1,084,398	0	1,084,398
TOTAL -	\$855,895	0	\$855,895	\$1,089,482	0	\$1,089,482	\$1,084,398	0	\$1,084,398
OFFICE OF BUDGET AND FINANCE									
BUDGET FORMULATION & ADMINISTRATION	1,430,797	0	1,430,797	1,369,453	0	1,369,453	1,377,904	0	1,377,904
FINANCIAL OPERATIONS	4,034,463	0	4,034,463	4,231,111	0	4,231,111	4,319,621	0	4,319,621
PAY SYSTEMS	231,066	0	231,066	247,364	0	247,364	254,414	0	254,414
INVESTMENT AND DEBT MANAGEMENT	422,012	0	422,012	397,830	0	397,830	455,457	0	455,457
INSURANCE ADMINISTRATION	1,112,592	0	1,112,592	1,130,193	0	1,130,193	689,762	0	689,762
PURCHASING AND DISBURSEMENTS	1,451,179	0	1,451,179	1,544,997	0	1,544,997	1,365,546	0	1,365,546
AMERICAN RESCUE PLAN	0	0	0	0	161,000,000	161,000,000	0	0	0
CORONAVIRUS AID, RELIEF, AND ECONOMIC SECURITY (CARES) ACT	0	108,202,464	108,202,464	0	0	0	0	300,000	300,000
COUNTY-WIDE FEMA PROJECTS	0	0	0	0	20,000,000	20,000,000	0	20,000,000	20,000,000
TOTAL -	\$8,682,109	\$108,202,464	\$116,884,573	\$8,920,948	\$181,000,000	\$189,920,948	\$8,462,704	\$20,300,000	\$28,762,704
ADMINISTRATIVE OFFICER									
GENERAL ADMINISTRATION	1,576,241	0	1,576,241	2,022,973	0	2,022,973	2,194,328	0	2,194,328
BALTIMORE METROPOLITAN COUNCIL	146,363	0	146,363	162,000	0	162,000	167,000	0	167,000
GOVERNMENT REFORM & STRATEGIC INITIATIVES	877,239	0	877,239	996,338	0	996,338	1,058,871	0	1,058,871
TOTAL -	\$2,599,843	0	\$2,599,843	\$3,181,311	0	\$3,181,311	\$3,420,199	0	\$3,420,199
VEHICLE OPERATIONS/MAINTENANCE									
VEHICLE OPERATIONS/ MAINTENANCE	412,393	0	412,393	468,077	0	468,077	470,000	0	470,000
TOTAL -	\$412,393	0	\$412,393	\$468,077	0	\$468,077	\$470,000	0	\$470,000



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS FOR
FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
GENERAL GOVERNMENT									
OFFICE OF LAW									
GENERAL LEGAL SERVICES	2,733,695	0	2,733,695	3,003,911	0	3,003,911	4,548,814	0	4,548,814
LEGISLATIVE RELATIONS	335,819	0	335,819	363,711	0	363,711	356,393	0	356,393
WORKERS COMPENSATION	1,120,325	0	1,120,325	1,007,442	0	1,007,442	1,049,223	0	1,049,223
LIABILITY CLAIMS INVESTIGATION	0	0	0	0	0	0	464,973	0	464,973
TOTAL -	\$4,189,839	0	\$4,189,839	\$4,375,064	0	\$4,375,064	\$6,419,403	0	\$6,419,403
DEPARTMENT OF PLANNING									
COMMUNITY DEVELOPMENT	2,268,561	0	2,268,561	2,247,496	0	2,247,496	2,341,880	0	2,341,880
ADMINISTRATIVE HEARING OFFICE	459,644	0	459,644	458,793	0	458,793	467,482	0	467,482
PEOPLE'S COUNSEL	203,749	0	203,749	203,903	0	203,903	214,551	0	214,551
NEIGHBORHOOD IMPROVEMENT	4,677,415	0	4,677,415	303,593	0	303,593	0	0	0
FY2020 MARYLAND CENSUS GRANT	0	382,672	382,672	0	0	0	0	0	0
TOTAL -	\$7,609,369	\$382,672	\$7,992,041	\$3,213,785	0	\$3,213,785	\$3,023,913	0	\$3,023,913
OFFICE OF HUMAN RESOURCES									
PERSONNEL ADMINISTRATION	2,761,539	0	2,761,539	3,578,339	0	3,578,339	4,104,856	0	4,104,856
HUMAN RELATIONS	0	0	0	195,191	0	195,191	650,537	0	650,537
TOTAL -	\$2,761,539	0	\$2,761,539	\$3,773,530	0	\$3,773,530	\$4,755,393	0	\$4,755,393



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
GENERAL GOVERNMENT									
DEPARTMENT OF PERMITS, APPROVALS AND INSPECTIONS									
GENERAL ADMINISTRATION	1,612,977	726,082	2,339,059	1,704,506	814,398	2,518,904	2,053,037	902,451	2,955,488
ELECTRICAL LICENSING & REGULATION	12,517	0	12,517	19,189	0	19,189	19,460	0	19,460
PLUMBING LICENSING & REGULATION	31,042	0	31,042	31,272	0	31,272	32,366	0	32,366
REAL ESTATE COMPLIANCE	857,190	384,789	1,241,979	817,281	392,257	1,209,538	964,361	417,613	1,381,974
DEVELOPMENT REVIEW	992,328	445,464	1,437,792	1,014,657	469,089	1,483,746	1,012,486	454,885	1,467,371
INSPECTIONS & ENFORCEMENT	5,371,921	0	5,371,921	5,649,102	0	5,649,102	5,365,732	0	5,365,732
PERMITS AND LICENSES	879,656	0	879,656	920,286	0	920,286	989,524	0	989,524
PLANS REVIEW	0	0	0	0	500,000	500,000	0	500,000	500,000
NEGLECTED PROPERTY COMMUNITY FUND	0	0	0	0	0	0	0	2,000,000	2,000,000
TOTAL -	\$9,757,631	\$1,556,335	\$11,313,966	\$10,156,293	\$2,175,744	\$12,332,037	\$10,436,966	\$4,274,949	\$14,711,915
PROPERTY MANAGEMENT									
ADMINISTRATION	1,487,798	0	1,487,798	1,708,383	0	1,708,383	1,939,893	0	1,939,893
BUILDING MAINTENANCE	8,528,645	0	8,528,645	9,550,244	0	9,550,244	9,915,037	0	9,915,037
BUILDING OPERATIONS & MANAGEMENT	16,608,015	0	16,608,015	17,354,630	0	17,354,630	18,285,009	0	18,285,009
MAINTENANCE OF GROUNDS & RECREATION SITES	7,473,790	0	7,473,790	8,141,891	0	8,141,891	8,357,703	0	8,357,703
TOTAL -	\$34,098,248	0	\$34,098,248	\$36,755,148	0	\$36,755,148	\$38,497,642	0	\$38,497,642
COUNTY COUNCIL									
LEGISLATIVE/POLICY DIRECTION	2,319,548	0	2,319,548	2,711,418	0	2,711,418	2,788,086	0	2,788,086
TOTAL -	\$2,319,548	0	\$2,319,548	\$2,711,418	0	\$2,711,418	\$2,788,086	0	\$2,788,086
COUNTY AUDITOR									
AUDITING	1,515,201	0	1,515,201	1,679,060	0	1,679,060	1,763,603	0	1,763,603
TOTAL -	\$1,515,201	0	\$1,515,201	\$1,679,060	0	\$1,679,060	\$1,763,603	0	\$1,763,603



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
GENERAL GOVERNMENT									
BOARD OF APPEALS									
HEARINGS & ADJUDICATIONS	240,864	0	240,864	250,848	0	250,848	265,346	0	265,346
TOTAL -	\$240,864	0	\$240,864	\$250,848	0	\$250,848	\$265,346	0	\$265,346
OFFICE OF INFORMATION TECHNOLOGY									
BUSINESS OPERATIONS	3,336,717	0	3,336,717	3,398,612	0	3,398,612	3,690,429	0	3,690,429
APPLICATIONS	9,384,447	0	9,384,447	10,236,022	0	10,236,022	11,689,809	0	11,689,809
INFRASTRUCTURE	13,933,886	0	13,933,886	13,690,212	0	13,690,212	15,696,673	0	15,696,673
ELECTRONIC SERVICES	3,189,422	0	3,189,422	3,396,323	0	3,396,323	3,457,728	0	3,457,728
311 CONTACT CENTER	0	0	0	534,690	0	534,690	729,271	0	729,271
TOTAL -	\$29,844,472	0	\$29,844,472	\$31,255,859	0	\$31,255,859	\$35,263,910	0	\$35,263,910
OFFICE OF THE INSPECTOR GENERAL									
OFFICE OF THE INSPECTOR GENERAL	81,814	0	81,814	290,100	0	290,100	353,994	0	353,994
TOTAL -	\$81,814	0	\$81,814	\$290,100	0	\$290,100	\$353,994	0	\$353,994
TOTAL - GENERAL GOVERNMENT	\$104,968,765	\$110,141,471	\$215,110,236	\$108,120,923	\$183,175,744	\$291,296,667	\$117,005,557	\$24,574,949	\$141,580,506



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
STATE MANDATED AGENCIES									
CIRCUIT COURT									
CRIMINAL & CIVIL ADJUDICATION	4,880,708	0	4,880,708	5,291,363	0	5,291,363	5,548,932	0	5,548,932
FAMILY LAW SUPPORT SERVICES	0	1,565,715	1,565,715	0	1,612,689	1,612,689	0	1,700,568	1,700,568
FAMILY RECOVERY COURT - OPSC	0	128,557	128,557	0	211,473	211,473	0	335,791	335,791
FAMILY LAW ADJUDICATION MAGISTRATE(S)	0	548,484	548,484	0	553,940	553,940	0	410,732	410,732
CHILD SUPPORT SERVICES	0	223,433	223,433	0	234,588	234,588	0	239,683	239,683
JUVENILE DRUG COURT ENHANCEMENT PROJECT	0	5,980	5,980	0	0	0	0	0	0
ALTERNATIVE DISPUTE RESOLUTION	0	71,343	71,343	0	76,319	76,319	0	77,328	77,328
TOTAL -	\$4,880,708	\$2,543,512	\$7,424,220	\$5,291,363	\$2,689,009	\$7,980,372	\$5,548,932	\$2,764,102	\$8,313,034
ORPHANS COURT									
ADJUDICATION OF ESTATES	267,461	0	267,461	298,134	0	298,134	336,934	0	336,934
TOTAL -	\$267,461	0	\$267,461	\$298,134	0	\$298,134	\$336,934	0	\$336,934
BOARD OF ELECTIONS									
REGISTER VOTERS/CONDUCT ELECTIONS	4,198,007	0	4,198,007	6,219,530	0	6,219,530	6,312,719	0	6,312,719
TOTAL -	\$4,198,007	0	\$4,198,007	\$6,219,530	0	\$6,219,530	\$6,312,719	0	\$6,312,719



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
STATE MANDATED AGENCIES									
STATE'S ATTORNEY									
CRIMINAL PROSECUTION	9,665,227	0	9,665,227	10,340,732	0	10,340,732	10,706,179	0	10,706,179
CRACKING DOWN ON AUTO THEFT	0	216,553	216,553	0	252,220	252,220	0	255,787	255,787
VICTIM WITNESS UNIT SERVICES	0	95,676	95,676	0	108,408	108,408	0	110,017	110,017
SA ASSET FORFEITURE ACCOUNT	0	11,685	11,685	0	26,000	26,000	0	26,000	26,000
FIREARMS VIOLENCE UNIT	0	118,533	118,533	0	136,298	136,298	0	140,915	140,915
DOMESTIC VIOLENCE SPECIAL VICTIMS' PROSECUTOR	0	133,250	133,250	0	149,927	149,927	0	149,270	149,270
WITNESS PROTECTION PROGRAM	0	18,835	18,835	0	65,000	65,000	0	65,000	65,000
TOTAL -	\$9,665,227	\$594,532	\$10,259,759	\$10,340,732	\$737,853	\$11,078,585	\$10,706,179	\$746,989	\$11,453,168
COUNTY SHERIFF									
CONVEYING PRISONERS/SERVING SUMMONSES	4,868,067	0	4,868,067	5,443,169	0	5,443,169	6,304,090	0	6,304,090
CHILD SUPPORT ENFORCEMENT INCENTIVE GRANT	0	0	0	0	17,970	17,970	0	17,970	17,970
TOTAL -	\$4,868,067	0	\$4,868,067	\$5,443,169	\$17,970	\$5,461,139	\$6,304,090	\$17,970	\$6,322,060
BOARD OF LIQUOR LICENSE COMMISSIONERS									
LIQUOR LICENSE SALE/CONTROL	0	710,377	710,377	0	771,397	771,397	0	797,328	797,328
TOTAL -	0	\$710,377	\$710,377	0	\$771,397	\$771,397	0	\$797,328	\$797,328
COOPERATIVE EXTENSION									
COOPERATIVE EXTENSION	226,846	0	226,846	260,289	0	260,289	274,608	0	274,608
TOTAL -	\$226,846	0	\$226,846	\$260,289	0	\$260,289	\$274,608	0	\$274,608
TOTAL - STATE MANDATED AGENCIES	\$24,106,316	\$3,848,421	\$27,954,737	\$27,853,217	\$4,216,229	\$32,069,446	\$29,483,462	\$4,326,389	\$33,809,851



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
<u>PUBLIC SAFETY</u>									
<u>DEPARTMENT OF CORRECTIONS</u>									
CORRECTIONS	43,025,394	0	43,025,394	43,517,762	0	43,517,762	45,877,512	0	45,877,512
COMMISSARY ACCOUNT	0	844,142	844,142	0	1,072,444	1,072,444	0	1,318,715	1,318,715
TOTAL -	\$43,025,394	\$844,142	\$43,869,536	\$43,517,762	\$1,072,444	\$44,590,206	\$45,877,512	\$1,318,715	\$47,196,227
<u>EMERGENCY COMMUNICATIONS CENTER</u>									
EMERGENCY COMMUNICATIONS CENTER	14,871,771	0	14,871,771	15,303,793	0	15,303,793	14,651,323	0	14,651,323
MD 911 BOARD REIMBURSEMENT GRANT	0	0	0	0	1,867,303	1,867,303	0	6,009,814	6,009,814
TOTAL -	\$14,871,771	0	\$14,871,771	\$15,303,793	\$1,867,303	\$17,171,096	\$14,651,323	\$6,009,814	\$20,661,137
<u>POLICE DEPARTMENT</u>									
OFFICE OF THE CHIEF	4,334,922	0	4,334,922	4,475,940	0	4,475,940	2,019,246	0	2,019,246
PROFESSIONAL STANDARDS BUREAU	26,721,581	0	26,721,581	28,765,005	0	28,765,005	22,749,056	0	22,749,056
CRIMINAL INVESTIGATION DIVISION	32,443,376	0	32,443,376	33,116,420	0	33,116,420	33,326,737	0	33,326,737
VICE/NARCOTICS SECTION	10,285,764	0	10,285,764	10,876,617	0	10,876,617	10,798,230	0	10,798,230
OPERATIONS BUREAU	133,021,668	0	133,021,668	135,652,329	0	135,652,329	135,897,567	0	135,897,567
OPERATIONS SUPPORT SERVICES DIVISION	15,996,440	0	15,996,440	16,085,023	0	16,085,023	19,658,142	0	19,658,142
ADMINISTRATIVE SUPPORT BUREAU	5,977,783	0	5,977,783	6,334,476	0	6,334,476	12,843,403	0	12,843,403
SCHOOL SAFETY	1,296,160	0	1,296,160	1,421,158	0	1,421,158	1,436,392	0	1,436,392
JLEO REIMBURSEMENTS	0	0	0	0	75,000	75,000	0	75,000	75,000
JUSTICE ASSISTANCE GRANT	0	438,198	438,198	0	706,686	706,686	0	705,564	705,564
COMMERCIAL VEHICLE SAFETY ALLIANCE	0	17,898	17,898	0	35,000	35,000	0	35,000	35,000
HIGHWAY SAFETY PROGRAM	0	295,137	295,137	0	350,000	350,000	0	350,000	350,000
GOCCP-BODY ARMOR	0	9,906	9,906	0	30,000	30,000	0	30,000	30,000
CRACKING DOWN ON AUTO THEFT	0	364,741	364,741	0	400,000	400,000	0	400,000	400,000
HACKERMAN FOUNDATION GRANT	0	24,507	24,507	0	300,000	300,000	0	300,000	300,000



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
<u>PUBLIC SAFETY</u>									
<u>POLICE DEPARTMENT</u>									
STOP GUN VIOLENCE PROJECT ENHANCEMENT	0	74,938	74,938	0	90,000	90,000	0	90,000	90,000
BJA BODY ARMOR	0	170,147	170,147	0	180,000	180,000	0	180,000	180,000
POLICE FOUNDATION	0	187,064	187,064	0	250,000	250,000	0	250,000	250,000
SEX OFFENDER COMPLAINANCE ENFORCEMENT IN MD	0	93,418	93,418	0	110,000	110,000	0	110,000	110,000
NIJ-COVERDELL FORENSIC SCIENCES IMPROVEMENT GRT	0	0	0	0	175,000	175,000	0	175,000	175,000
GOCCP COVERDELL FORENSIC SCIENCE IMPROVEMENT GRANT	0	38,482	38,482	0	40,000	40,000	0	50,000	50,000
FORENSIC DNA BACKLOG REDUCTION	0	127,189	127,189	0	250,000	250,000	0	250,000	250,000
POLICE CRASH RECONSTRUCTION TRAINING GRANT	0	32,235	32,235	0	55,000	55,000	0	55,000	55,000
TRAINING GRANTS	0	0	0	0	15,000	15,000	0	25,000	25,000
ASSET FORFEITURE - JUSTICE	0	280,907	280,907	0	441,502	441,502	0	362,900	362,900
DOMESTIC VIOLENCE PROTECTIVE ORDER ENTRY PRJ	0	49,989	49,989	0	50,000	50,000	0	50,000	50,000
TASK FORCE REIMBURSEMENTS	0	3,400	3,400	0	75,000	75,000	0	75,000	75,000
ASSET FORFEITURE - TREASURY	0	355,819	355,819	0	264,152	264,152	0	240,231	240,231
MD VICTIMS OF CRIME	0	0	0	0	25,000	25,000	0	50,000	50,000
HEROIN COORDINATOR GRANT	0	42,670	42,670	0	46,520	46,520	0	50,000	50,000
ENFORCING UNDERAGE DRINKING LAWS GRANT	0	0	0	0	60,000	60,000	0	60,000	60,000
SPECIAL OPERATIONS SUPPORT GRANT	0	0	0	0	150,000	150,000	0	175,000	175,000
YOUTH OUTREACH PROGRAMS	0	13,089	13,089	0	15,000	15,000	0	45,000	45,000
SEXUAL ASSAULT FORENSIC EVIDENCE	0	0	0	0	0	0	0	250,000	250,000
SAKI INVESTIGATION AND PROSECUTION	0	0	0	0	0	0	0	300,000	300,000
INTERNET CRIMES AGAINST CHILDREN	0	4,519	4,519	0	20,000	20,000	0	20,000	20,000



EXHIBIT "C"
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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
<u>PUBLIC SAFETY</u>									
<u>POLICE DEPARTMENT</u>									
SPECIAL DETAIL REIMBURSEMENTS	0	0	0	0	125,000	125,000	0	125,000	125,000
SEXUAL ASSAULT KIT TESTING	0	0	0	0	0	0	0	250,000	250,000
POLICE MENTAL HEALTH INITIATIVES	0	0	0	0	0	0	0	100,000	100,000
GOCCP ICAC GRANT	0	0	0	0	15,000	15,000	0	15,000	15,000
OCDETF FEES GRANT	0	0	0	0	0	0	0	300,000	300,000
VICTIM SPECIALIST PROGRAM	0	0	0	0	104,466	104,466	0	106,030	106,030
LAW ENFORCEMENT TECH	0	0	0	0	225,000	225,000	0	250,000	250,000
RECRUITMENT & RETENTION GRANT	0	11,000	11,000	0	100,000	100,000	0	100,000	100,000
COPS HIRING GRANT	0	0	0	0	908,053	908,053	0	875,000	875,000
SPEED CAMERA PROGRAM	0	3,755,382	3,755,382	0	7,680,810	7,680,810	0	7,000,000	7,000,000
COPS COMMUNITY POLICING DEVELOPMENT GRT	0	0	0	0	100,000	100,000	0	100,000	100,000
E-TICKET CITATION PAPER	0	29,172	29,172	0	50,000	50,000	0	50,000	50,000
PORT SECURITY GRANT	0	358,705	358,705	0	380,000	380,000	0	800,000	800,000
WATERWAY IMPROVEMENT PROGRAM	0	0	0	0	10,000	10,000	0	10,000	10,000
BUREAU OF JUSTICE ASSISTANCE GRANT (BJAG)	0	0	0	0	0	0	0	150,000	150,000
TOWSON UNIVERSITY DETAIL REIMBURSEMENTS	0	19,543	19,543	0	50,000	50,000	0	50,000	50,000
MCIN GRANT	0	0	0	0	0	0	0	225,000	225,000
POLICE WELLNESS INITIATIVES	0	0	0	0	0	0	0	100,000	100,000
MTA DETAIL REIMBURSEMENTS	0	0	0	0	70,000	70,000	0	70,000	70,000
SMART POLICING INITIATIVE	0	31,480	31,480	0	175,000	175,000	0	225,000	225,000
OCDETF STRIKE FORCE	0	2,364,000	2,364,000	0	3,514,000	3,514,000	0	2,505,940	2,505,940
SCHOOL BUS CAMERA	0	0	0	0	11,000,000	11,000,000	0	11,000,000	11,000,000
NATIONAL SEXUAL ASSAULT KI INITIATIVES	0	0	0	0	911,108	911,108	0	0	0
SEXUAL ASSAULT FORENSIC EVIDENCE (SAFE) GRANT	0	0	0	0	218,180	218,180	0	0	0



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
PUBLIC SAFETY									
POLICE DEPARTMENT									
TOTAL -	\$230,077,694	\$9,193,535	\$239,271,229	\$236,726,968	\$29,845,477	\$266,572,445	\$238,728,773	\$29,165,665	\$267,894,438
FIRE DEPARTMENT									
GENERAL ADMINISTRATION	1,181,448	0	1,181,448	1,542,957	0	1,542,957	1,716,891	0	1,716,891
INVESTIGATIVE SERVICES	1,656,442	0	1,656,442	1,708,744	0	1,708,744	1,860,908	0	1,860,908
ALARM & COMMUNICATION SYSTEM	549,899	0	549,899	749,407	0	749,407	763,370	0	763,370
FIELD OPERATIONS	88,485,797	0	88,485,797	90,354,712	0	90,354,712	93,235,338	0	93,235,338
OFFICE OF HOMELAND SECURITY/ EMERGENCY MANAGEMENT	155,839	0	155,839	248,821	0	248,821	253,239	0	253,239
FIELD OPERATION ADMINISTRATION	1,887,456	0	1,887,456	2,076,627	0	2,076,627	2,401,349	0	2,401,349
FIRE/RESCUE ACADEMY	1,099,374	0	1,099,374	1,292,295	0	1,292,295	1,373,818	0	1,373,818
CONTRIBUTIONS VOLUNTEER FIRE	9,560,422	0	9,560,422	10,177,967	0	10,177,967	10,569,974	0	10,569,974
HOMELAND SECURITY	0	46,518	46,518	0	225,901	225,901	0	225,901	225,901
MIEMSS ADVANCED LIFE SUPPORT TRAINING	0	0	0	0	25,000	25,000	0	25,000	25,000
WATERWAY DNR/WIG	0	0	0	0	10,000	10,000	0	30,000	30,000
ACTIVE THREAT & ACTIVE ASSAILANT PROGRAM	0	12,221	12,221	0	50,000	50,000	0	0	0
HSGP	0	0	0	0	491,000	491,000	0	485,934	485,934
FEMA-ASSISTANCE TO THE FIREFIGHTERS	0	0	0	0	374,637	374,637	0	307,812	307,812
HMEP	0	0	0	0	12,000	12,000	0	12,000	12,000
SAFER	0	360,764	360,764	0	369,576	369,576	0	0	0
SAFER20	0	440,795	440,795	0	1,484,000	1,484,000	0	1,484,000	1,484,000
MIEMSS AED/DEFIBRILLATOR	0	32,654	32,654	0	45,000	45,000	0	45,000	45,000
ASSISTANCE TO FIREFIGHTERS	0	0	0	0	410,000	410,000	0	205,000	205,000
EMERGENCY MANAGEMENT PERFORMANCE GRANT	0	232,948	232,948	0	290,000	290,000	0	290,000	290,000
FIRE DEPARTMENT SUPPORT	0	0	0	0	0	0	0	50,000	50,000
TOTAL -	\$104,576,677	\$1,125,900	\$105,702,577	\$108,151,530	\$3,787,114	\$111,938,644	\$112,174,887	\$3,160,647	\$115,335,534



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
<u>PUBLIC SAFETY</u>									
TOTAL - PUBLIC SAFETY	\$392,551,536	\$11,163,577	\$403,715,113	\$403,700,053	\$36,572,338	\$440,272,391	\$411,432,495	\$39,654,841	\$451,087,336



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION									
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION									
GENERAL ADMINISTRATION	546,306	18,619,633	19,165,939	607,966	20,410,712	21,018,678	852,450	20,609,734	21,462,184
DEBT SERVICE METRO DISTRICT	0	85,745,110	85,745,110	0	91,180,351	91,180,351	0	94,619,437	94,619,437
DEBT SERVICE-MWQRLF	0	17,834,349	17,834,349	0	17,305,683	17,305,683	0	23,385,030	23,385,030
METRO DISTRICT EQUIPMENT FINANCING	0	1,648,424	1,648,424	0	1,662,625	1,662,625	0	1,681,375	1,681,375
METRO FINANCING/PETITION PROC	53,880	772,108	825,988	72,931	1,159,866	1,232,797	0	1,391,171	1,391,171
SAFETY OFFICE	0	0	0	421,214	295,400	716,614	470,088	334,210	804,298
GENERAL ADMINISTRATION	340,935	335,698	676,633	371,005	373,981	744,986	469,274	466,449	935,723
SEWER AND WATER MAIN DESIGN	0	2,149,519	2,149,519	0	2,533,635	2,533,635	0	2,818,666	2,818,666
STRUCTURAL STORM DRAIN & HIGHWAY DESIGN	1,720,869	72,595	1,793,464	1,502,654	69,702	1,572,356	1,620,457	67,516	1,687,973
GENERAL SURVEYING	400,157	361,723	761,880	416,464	403,780	820,244	433,705	416,695	850,400
CONTRACTS/CONSTRUCTION INSPECTIONS	1,804,810	929,696	2,734,506	1,794,886	952,156	2,747,042	1,881,779	972,868	2,854,647
GENERAL ADMINISTRATION	591,339	0	591,339	512,073	0	512,073	721,832	0	721,832
GENERAL OPERATIONS & MAINTENANCE	11,661,516	825,445	12,486,961	12,299,733	695,000	12,994,733	13,928,510	753,147	14,681,657
EQUIPMENT MAINTENANCE	7,866,575	899,927	8,766,502	8,025,484	1,041,493	9,066,977	8,674,573	1,082,136	9,756,709
STORM EMERGENCIES	3,626,296	0	3,626,296	9,022,032	0	9,022,032	7,722,032	0	7,722,032
GENERAL ADMINISTRATION	505,823	0	505,823	626,078	0	626,078	738,341	0	738,341
REFUSE COLLECTION	33,746,616	0	33,746,616	33,770,887	0	33,770,887	39,415,642	0	39,415,642
REFUSE DISPOSAL	22,268,814	0	22,268,814	24,179,025	0	24,179,025	21,075,943	0	21,075,943
RECYCLING	1,836,729	0	1,836,729	1,964,530	0	1,964,530	3,465,611	0	3,465,611
MRF OPERATIONS	4,136,820	0	4,136,820	4,751,857	0	4,751,857	4,947,126	0	4,947,126
TRAFFIC PLANNING	7,472,987	0	7,472,987	8,120,856	0	8,120,856	8,049,628	0	8,049,628
TRAFFIC SIGN INSTALLATION/ MAINTENANCE	1,818,288	0	1,818,288	1,870,576	0	1,870,576	1,936,992	0	1,936,992
TRAFFIC SIGNAL OPERATIONS/ MAINTENANCE	942,254	0	942,254	1,034,863	0	1,034,863	1,028,086	0	1,028,086
TRANSPORTATION SERVICES	0	0	0	918,603	0	918,603	1,089,681	0	1,089,681



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION									
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION									
COUNTY CIRCULATOR	0	0	0	100,000	0	100,000	1,700,000	0	1,700,000
GENERAL ADMINISTRATION	0	493,147	493,147	0	1,119,977	1,119,977	0	8,050,208	8,050,208
ENGINEERING & REGULATION	0	989,354	989,354	0	1,298,897	1,298,897	0	1,346,663	1,346,663
SEWER/WATER OPERATIONS/ MAINTENANCE	4,084	18,530,584	18,534,668	553,470	17,911,613	18,465,083	510,222	10,198,303	10,708,525
PUMPING/TREATMENT PLANT OPERATIONS/MAINTENANCE	0	76,071,882	76,071,882	0	134,352,926	134,352,926	0	142,008,204	142,008,204
METRO CONTRIBUTIONS TO CAPITAL	0	0	0	0	0	0	0	20,000,000	20,000,000
UNIFIED PLANNING WORK PROGRAM	0	37,312	37,312	0	61,080	61,080	0	61,080	61,080
SPECIALIZED TRANSPORTATION SERVICES	0	0	0	0	959,720	959,720	0	969,246	969,246
RURAL PUBLIC TRANSPORTATION	0	0	0	0	316,691	316,691	0	317,334	317,334
TOTAL -	\$101,345,098	\$226,316,506	\$327,661,604	\$112,937,187	\$294,105,288	\$407,042,475	\$120,731,972	\$331,549,472	\$452,281,444
TOTAL - DEPARTMENT OF PUBLIC WORKS AND TRANSP.	\$101,345,098	\$226,316,506	\$327,661,604	\$112,937,187	\$294,105,288	\$407,042,475	\$120,731,972	\$331,549,472	\$452,281,444



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF HEALTH									
GENERAL ADMINISTRATION	3,586,451	0	3,586,451	3,762,693	0	3,762,693	4,102,558	0	4,102,558
CENTER-BASED SERVICES	3,119,380	0	3,119,380	3,287,020	0	3,287,020	3,345,433	0	3,345,433
ACUTE COMMUNICABLE DISEASE CONTROL	1,352,505	0	1,352,505	1,801,246	0	1,801,246	2,004,451	0	2,004,451
ENVIRONMENTAL HEALTH SERVICES	2,700,884	0	2,700,884	2,935,148	0	2,935,148	3,401,676	0	3,401,676
HEALTHCARE ACCESS	1,142,973	0	1,142,973	426,904	0	426,904	442,756	0	442,756
ANIMAL SERVICES	3,335,468	0	3,335,468	3,401,779	0	3,401,779	3,610,837	0	3,610,837
CHILD ADOLESCENT & SCHOOL HEALTH	839,274	0	839,274	1,022,783	0	1,022,783	1,002,737	0	1,002,737
PRENATAL & EARLY CHILDHOOD	2,032,213	0	2,032,213	2,263,018	0	2,263,018	2,331,040	0	2,331,040
COMMUNITY NURSING/CHRONIC DISEASE PROGRAM	0	0	0	0	0	0	0	0	0
EVALUATION & LONG TERM CARE CASE MANAGEMENT	2,301,674	0	2,301,674	2,816,610	0	2,816,610	2,901,982	0	2,901,982
COMMUNITY MEDICAL ASSISTANCE PROGRAMS	1,425,203	0	1,425,203	1,588,836	0	1,588,836	1,666,397	0	1,666,397
DENTAL HEALTH SERVICES	935,203	0	935,203	995,063	0	995,063	997,154	0	997,154
CIGARETTE RESTITUTION FUND - TOBACCO	0	268,889	268,889	0	415,671	415,671	0	0	0
PARTNERSHIP FOR SUCCESS (MSPF2)	0	101,578	101,578	0	168,823	168,823	0	168,823	168,823
FFT-DSS GRT (FUNCTIONAL FAMILY THERAPY)	0	1	1	0	0	0	0	0	0
SUBSTANCE ABUSE - TREATMENT - GENERAL	0	1,974,393	1,974,393	0	1,966,173	1,966,173	0	2,200,000	2,200,000
PREVENTION SERVICES	0	354,996	354,996	0	600,894	600,894	0	600,894	600,894
SUBSTANCE ABUSE FEDERAL BLOCK GRANT	0	1,298,847	1,298,847	0	710,366	710,366	0	331,700	331,700
STATE HIGHWAY UNDERAGE DRINKING PREVENTION PROJECT	0	0	0	0	18,000	18,000	0	18,000	18,000
MENTAL HEALTH - COUNTYWIDE CORE SERVICE - ADMIN	0	949,497	949,497	0	0	0	0	0	0



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF HEALTH									
MENTAL HEALTH - SERVICE AGENCIES	0	4,441,683	4,441,683	0	5,161,322	5,161,322	0	5,161,322	5,161,322
MENTAL HEALTH SERVICES - FEDERAL BLOCK GRANT	0	384,366	384,366	0	384,366	384,366	0	384,367	384,367
CONTINUUM OF CARE	0	906,244	906,244	0	1,000,000	1,000,000	0	1,000,000	1,000,000
PATH	0	133,361	133,361	0	147,000	147,000	0	147,000	147,000
MENTAL HEALTH - MULTISYSTEMIC THERAPY	0	993,975	993,975	0	1,113,000	1,113,000	0	0	0
JUVENILE DRUG COURT	0	23,969	23,969	0	210,000	210,000	0	210,000	210,000
ROSC EXPANSION	0	632,314	632,314	0	0	0	0	0	0
TOBACCO ENFORCEMENT INITIATIVE TO SUPPORT SYNAR COMPLAINEE	0	100,070	100,070	0	315,000	315,000	0	0	0
SUBSTANCE ABUSE TREATMENT OUTCOMES PARTNERSHIP	0	305,384	305,384	0	1,154,867	1,154,867	0	750,000	750,000
TEMPORARY CASH ASSISTANCE	0	237,031	237,031	0	329,954	329,954	0	329,954	329,954
OPIOID MISUSE PREVENTION	0	78,181	78,181	0	100,167	100,167	0	100,167	100,167
ACCESS(ADV CROSS-CUTTING ENGAGE & SVS STRATEGIES) HARM REDUC	0	115,923	115,923	0	628,753	628,753	0	1,700,000	1,700,000
ADMINISTRATIVE/LOCAL ADDICTIONS AUTHORITY (LAA)	0	259,861	259,861	0	4,373,816	4,373,816	0	4,373,816	4,373,816
OVERDOSE FATALITY REVIEW OUTREACH	0	13,069	13,069	0	54,171	54,171	0	0	0
OPIOID OPERATIONS COMMAND CENTER (OOC)	0	441,724	441,724	0	1,500,000	1,500,000	0	1,500,000	1,500,000
MEDICATION ASSISTED TREATMENT CAPACITY EXPANSION	0	442,907	442,907	0	523,356	523,356	0	523,356	523,356
STATE OPIOID RESPONSE - MEDICATION ASSISTED TREATMENT (MAT)	0	117,709	117,709	0	744,900	744,900	0	1,000,000	1,000,000
CTR FOR DISEASE CONTROL (CDC) OVERDOSE DATA TO ACTION (OD2A)	0	1,174,491	1,174,491	0	3,000,000	3,000,000	0	3,000,000	3,000,000
BUPRENORPHINE INITIATIVE	0	0	0	0	360,000	360,000	0	360,000	360,000



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AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF HEALTH									
CRISIS SERVICES	0	0	0	0	340,000	340,000	0	340,000	340,000
OPIOID ACADEMIC DETAILING	0	0	0	0	30,000	30,000	0	30,000	30,000
OPIOID RESPONSE INITIATIVES	0	0	0	0	1,000,000	1,000,000	0	1,000,000	1,000,000
STATE OPIOID RESPONSE (SOR) INTENSIVE CARE COORDINATION	0	0	0	0	110,000	110,000	0	110,000	110,000
OOCC - OPIOID COMMUNITY/ PROVIDER GRANTS	0	0	0	0	500,000	500,000	0	500,000	500,000
MARYLAND RECOVERY NET CLIENT SUPPORT SERVICES	0	0	0	0	79,498	79,498	0	79,498	79,498
BALTIMORE COUNTY DETENTION CENTER BUPRENORPHINE PROJECT	0	0	0	0	72,996	72,996	0	150,000	150,000
BUPRENORPHINE PROJECT	0	0	0	0	143,837	143,837	0	300,000	300,000
BALTIMORE COUNTY CRISIS SERVICES AWARENESS CAMPAIGN PROJECT	0	0	0	0	55,000	55,000	0	55,000	55,000
SUBSTANCE USE DISORDER INITIATIVE	0	0	0	0	0	0	0	600,000	600,000
HARM REDUCTION PROGRAM	0	0	0	0	0	0	0	1,500,000	1,500,000
HIV PREVENTION SERVICES	0	307,598	307,598	0	420,000	420,000	0	420,000	420,000
HIV RYAN WHITE B	0	757,063	757,063	0	1,500,000	1,500,000	0	1,500,000	1,500,000
CIGARETTE RESTITUTION FUND - CANCER	0	980,355	980,355	0	1,191,949	1,191,949	0	1,191,949	1,191,949
MCHP PROGRAM	0	2,154,294	2,154,294	0	2,773,495	2,773,495	0	2,773,495	2,773,495
TUBERCULOSIS CONTROL	0	128,860	128,860	0	222,352	222,352	0	222,352	222,352
IMMUNIZATION - IAP	0	157,471	157,471	0	264,408	264,408	0	264,408	264,408
SPECIAL SUPPLEMENTAL NUTRITION PROGRAM - WIC	0	2,255,575	2,255,575	0	2,686,994	2,686,994	0	2,747,685	2,747,685
HIV EXPANDED TESTING	0	125,318	125,318	0	132,000	132,000	0	198,440	198,440
FAMILY PLANNING/REPRODUCTIVE HEALTH/COLPOSCOPY	0	403,499	403,499	0	585,966	585,966	0	795,276	795,276
COMMUNITY BASED PROGRAMS TO TEST & CURE HEPATITIS C	0	137,713	137,713	0	250,000	250,000	0	325,200	325,200



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SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF HEALTH									
CHILDREN WITH SPECIAL HEALTH CARE NEEDS	0	35,452	35,452	0	62,027	62,027	0	75,000	75,000
CDC BREAST & CERVICAL CANCER	0	288,631	288,631	0	413,393	413,393	0	413,393	413,393
PUBLIC SPAY/NEUTER PROGRAM	0	0	0	0	160,000	160,000	0	160,000	160,000
MEDICAL ASSISTANCE TRANSPORTATION	0	9,197,002	9,197,002	0	16,853,696	16,853,696	0	16,853,696	16,853,696
ORAL HEALTH GRANT	0	32,442	32,442	0	41,595	41,595	0	41,595	41,595
SURVEILLANCE AND QUALITY IMPROVEMENT	0	57,876	57,876	0	138,000	138,000	0	165,000	165,000
CANCER OUTREACH & DIAG CASE MGMT	0	285,734	285,734	0	403,030	403,030	0	403,030	403,030
PUBLIC HEALTH PREPAREDNESS/ BIOTERRORISM	0	433,528	433,528	0	584,222	584,222	0	584,222	584,222
ADMINISTRATIVE CARE COORD UNIT	0	901,180	901,180	0	1,016,242	1,016,242	0	1,016,242	1,016,242
ADULT EVALUATION & REVIEW SERVICES	0	49,852	49,852	0	65,014	65,014	0	65,014	65,014
ACCESS TO CARE GRANT	0	19,095	19,095	0	75,000	75,000	0	75,000	75,000
ANIMAL SERVICES SUPPORT	0	12,455	12,455	0	172,000	172,000	0	172,000	172,000
WOODLAWN SCHOOL BASED WELLNESS CENTER	0	33,953	33,953	0	88,007	88,007	0	77,750	77,750
SCHOOL HEALTH SERV. ENHANCEMENT	0	149,738	149,738	0	174,486	174,486	0	174,486	174,486
SHELTER NURSE PROGRAM	0	168,835	168,835	0	228,940	228,940	0	228,940	228,940
HOUSING OPPORTUNITIES FOR PEOPLE WITH AIDS	0	0	0	0	1,768,576	1,768,576	0	1,768,576	1,768,576
RYAN WHITE A - CASE MGMT GR	0	78,506	78,506	0	112,800	112,800	0	113,600	113,600
RYAN WHITE A EMERGENCY FINANCIAL ASSISTANCE	0	66,489	66,489	0	80,000	80,000	0	80,000	80,000
RYAN WHITE A - EMERGENCY HOUSING	0	0	0	0	80,000	80,000	0	80,000	80,000
MARYLAND CANCER FUND TREATMENT PROGRAM	0	193,899	193,899	0	214,000	214,000	0	214,000	214,000
CITIES READINESS INITIATIVE	0	92,933	92,933	0	146,260	146,260	0	146,260	146,260



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF HEALTH									
BABIES BORN HEALTHY	0	126,622	126,622	0	225,000	225,000	0	225,000	225,000
MIECHV ENHANCED FAMILIES PROJECT	0	521,184	521,184	0	568,410	568,410	0	568,410	568,410
FARMERS' MARKET NUTRITION PROGRAM	0	68	68	0	2,000	2,000	0	2,000	2,000
SCHOOL BASED WELLNESS CENTER	0	117,300	117,300	0	173,410	173,410	0	173,410	173,410
RYAN WHITE A - TRANSPORTATION SERVICES	0	64,250	64,250	0	80,000	80,000	0	80,000	80,000
INFANTS & TODDLERS PROGRAM - PROFESSIONAL SERVICES	0	0	0	0	34,700	34,700	0	41,726	41,726
SEXUALLY TRANSMITTED DISEASE	0	711,491	711,491	0	1,035,000	1,035,000	0	900,500	900,500
SUPPLEMENTAL ADMINISTRATIVE CARE COORDINATION	0	319,151	319,151	0	462,420	462,420	0	462,420	462,420
SELF MANAGEMENT OF CHRONIC DISEASES VIA COMM HEALTH NURSES	0	0	0	0	169,665	169,665	0	169,665	169,665
BREASTFEEDING PEER COUNSELOR	0	110,407	110,407	0	235,000	235,000	0	235,000	235,000
AIDS CASE MANAGEMENT	0	645,841	645,841	0	1,512,895	1,512,895	0	1,142,000	1,142,000
PREP CASE MANAGEMENT PROGRAM	0	207,241	207,241	0	250,000	250,000	0	250,000	250,000
EMERGING INFECTIOUS DISEASES	0	0	0	0	100,000	100,000	0	500,000	500,000
HARM REDUCTION PROGRAM	0	511,379	511,379	0	1,500,000	1,500,000	0	0	0
CHILDHOOD LEAD POISONING PREVENTION & ENVIRONMENTAL CASE MGM	0	224,010	224,010	0	380,000	380,000	0	284,068	284,068
CAPACITY BLDG: QUALITY IMPROVEMENT	0	0	0	0	110,000	110,000	0	110,000	110,000
EXPANSION OF TUBERCULOSIS CONTROL	0	0	0	0	106,700	106,700	0	106,700	106,700
ENHANCED HCV SURVEILLANCE	0	18,511	18,511	0	200,000	200,000	0	200,000	200,000
ESTABLISHING PARTNERSHIPS TO INCREASE CANCER SCREENINGS	0	0	0	0	50,000	50,000	0	50,000	50,000
HEPATITIS C/FOCUS PROGRAM	0	70,567	70,567	0	125,000	125,000	0	0	0



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF HEALTH									
HIV TESTING IN BEHAVIORAL HEALTH SETTINGS	0	0	0	0	75,000	75,000	0	75,000	75,000
LOCAL HEALTH COALITION SUPPORT	0	0	0	0	97,002	97,002	0	97,002	97,002
COVID-19 STATE	0	0	0	0	0	0	0	10,000,000	10,000,000
COVID-19 FEDERAL	0	0	0	0	0	0	0	10,061,588	10,061,588
COVID-19 COUNTY/DONATIONS/ PRIVATE	0	0	0	0	0	0	0	500,000	500,000
MASS VACCINATION AND VACCINE EQUITY	0	0	0	0	1,661,549	1,661,549	0	1,661,549	1,661,549
FEMA REIMBURSEMENT FOR EMERGENCY PROTECTION	0	0	0	0	6,160,500	6,160,500	0	6,160,500	6,160,500
CIGARETTE RESTITUTION FUND - TOBACCO	0	0	0	0	0	0	0	415,671	415,671
TOBACCO ENFORCEMENT INITIATIVE TO SUPPORT SYNAR COMPLIANCE	0	0	0	0	0	0	0	315,000	315,000
TOTAL -	\$22,771,228	\$38,903,831	\$61,675,059	\$24,301,100	\$75,530,633	\$99,831,733	\$25,807,021	\$96,657,715	\$122,464,736
DEPARTMENT OF SOCIAL SERVICES									
ADULT FOSTER CARE	145,000	0	145,000	145,000	0	145,000	145,000	0	145,000
WELFARE TO WORK PROGRAM	399,996	0	399,996	400,000	0	400,000	400,000	0	400,000
HOUSING & COMMUNITY DEVELOPMENT	0	0	0	5,000,612	0	5,000,612	4,960,559	0	4,960,559
HUMAN RELATIONS	103,243	0	103,243	0	0	0	0	0	0
EMERGENCY FUNDS	404,872	0	404,872	685,000	0	685,000	800,179	0	800,179
DOMESTIC VIOLENCE/SEXUAL ASSAULT	127,260	0	127,260	127,260	0	127,260	127,260	0	127,260
DAY RESOURCE CENTER	66,390	0	66,390	0	0	0	0	0	0
IN-HOME CARE PROGRAM	297,162	0	297,162	320,470	0	320,470	345,489	0	345,489
ADULT SERVICES	1,334,492	0	1,334,492	1,462,802	0	1,462,802	1,441,936	0	1,441,936
GENERAL ADMINISTRATION	1,783,997	95,386	1,879,383	2,070,991	130,227	2,201,218	1,502,724	115,869	1,618,593
CHILDREN'S SERVICES	533,278	0	533,278	572,725	0	572,725	562,542	0	562,542



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF SOCIAL SERVICES									
FAMILY INVESTMENT DIVISION	733,333	125,853	859,186	982,848	175,845	1,158,693	1,050,477	181,918	1,232,395
FAMILY SERVICES	1,524,708	0	1,524,708	1,731,633	0	1,731,633	1,859,515	0	1,859,515
INFANT AND TODDLER	0	117,484	117,484	0	130,335	130,335	0	136,853	136,853
IN-HOME CARE SERVICES	0	113,426	113,426	0	123,625	123,625	0	129,806	129,806
VIOLENCE AGAINST WOMEN ACT	0	22,727	22,727	0	39,581	39,581	0	41,560	41,560
CENTER FOR FAMILY SUCCESS	0	392,121	392,121	0	477,966	477,966	0	501,930	501,930
HOUSING COUNSELOR	0	296,004	296,004	0	365,652	365,652	0	383,998	383,998
JOB NETWORK	0	1,479,464	1,479,464	0	1,813,954	1,813,954	0	1,904,651	1,904,651
SUPPLEMENTAL NUTRITION ASST PROGRAM (SNAP)	0	93,757	93,757	0	325,504	325,504	0	341,780	341,780
THERAPEUTIC FOSTER CARE	0	215,188	215,188	0	322,081	322,081	0	338,185	338,185
OFFICE OF HOME ENERGY PROGRAM (OHEP)	0	1,379,146	1,379,146	0	2,001,824	2,001,824	0	2,101,915	2,101,915
YOUTH SEXUAL BEHAVIOR PROGRAM	0	187,945	187,945	0	272,196	272,196	0	285,806	285,806
INTERAGENCY FAMILY PRESERVATION SERVICES	0	517,029	517,029	0	663,439	663,439	0	696,611	696,611
RESPONSIBLE FATHER'S PROJECT	0	44,532	44,532	0	96,615	96,615	0	101,447	101,447
CHILD ADVOCACY CENTER	0	0	0	0	30,000	30,000	0	31,500	31,500
CLIENT SUPPORT SERVICES	0	7,291	7,291	0	50,000	50,000	0	52,500	52,500
CHILD ADVOCACY-GOCCP	0	21,462	21,462	0	25,000	25,000	0	26,250	26,250
VICTIMS OF CRIME ACT	0	410,142	410,142	0	559,813	559,813	0	587,802	587,802
CONTRACTUAL TEMPORARY ASSISTANCE	0	302,827	302,827	0	484,218	484,218	0	508,429	508,429
CHILD SUPPORT	0	126,118	126,118	0	134,060	134,060	0	140,764	140,764
RAPID REHOUSING	0	213,195	213,195	0	345,616	345,616	0	362,935	362,935
CHILD ADVOCACY CENTER-MEDICAL SERVICES	0	167,520	167,520	0	193,671	193,671	0	203,356	203,356
CHILD ADVOCACY CENTER THERAPY & TECHNOLOGY SERVICES	0	39,647	39,647	0	40,000	40,000	0	42,001	42,001
COORDINATED ENTRY	0	0	0	0	95,000	95,000	0	99,751	99,751



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF SOCIAL SERVICES									
CHILD ADVOCACY INITIATIVES	0	0	0	0	0	0	0	200,000	200,000
HOMELESS SERVICES ENHANCEMENT	0	0	0	0	0	0	0	500,000	500,000
TOTAL -	\$7,453,731	\$6,368,264	\$13,821,995	\$13,499,341	\$8,896,222	\$22,395,563	\$13,195,681	\$10,017,617	\$23,213,298
DEPARTMENT OF AGING									
GENERAL ADMINISTRATION	802,199	0	802,199	869,478	0	869,478	888,746	0	888,746
ADULT MEDICAL DAY CARE	35,142	0	35,142	50,000	0	50,000	0	0	0
SENIOR CENTERS NETWORK	2,203,159	0	2,203,159	2,235,391	0	2,235,391	2,324,780	0	2,324,780
SPECIAL GERIATRIC SERVICES	198,639	0	198,639	214,426	0	214,426	183,903	0	183,903
FACILITIES	234,718	0	234,718	254,473	0	254,473	263,921	0	263,921
TRANSPORTATION SERVICES	816,747	0	816,747	0	0	0	0	0	0
PROGRAM & VOLUNTEER SERVICES	177,236	0	177,236	223,112	0	223,112	234,989	0	234,989
SENIOR EXPO	0	93,927	93,927	0	242,000	242,000	0	242,000	242,000
SENIOR INFORMATION & ASSISTANCE	0	136,764	136,764	0	145,508	145,508	0	146,586	146,586
SENIOR CARE	0	1,192,299	1,192,299	0	1,302,862	1,302,862	0	1,287,141	1,287,141
ADULT MEDICAL DAY SERVICES - MCPA	0	111,111	111,111	0	125,270	125,270	0	175,270	175,270
PUBLIC GUARDIANSHIP	0	210,476	210,476	0	244,680	244,680	0	246,793	246,793
SPECIALIZED TRANSPORTATION SERVICE	0	688,457	688,457	0	0	0	0	0	0
RURAL PUBLIC TRANSPORTATION	0	251,696	251,696	0	0	0	0	0	0
SENIOR BOX OFFICE	0	36,951	36,951	0	57,272	57,272	0	57,272	57,272
SENIOR ASSISTED LIVING GROUP HOME SUBSIDY PROGRAM	0	676,329	676,329	0	807,104	807,104	0	789,718	789,718
SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM	0	772,088	772,088	0	921,860	921,860	0	917,603	917,603
SMP	0	16,092	16,092	0	27,073	27,073	0	35,127	35,127
SENIOR PROGRAMS / SERVICES	0	359,184	359,184	0	400,000	400,000	0	400,177	400,177



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPARTMENT OF AGING									
VULNERABLE ELDERLY PROGRAM	0	70,549	70,549	0	85,448	85,448	0	84,297	84,297
SENIORS IN NEED	0	61,853	61,853	0	300,000	300,000	0	300,000	300,000
OMBUDSMAN PROGRAM	0	314,356	314,356	0	381,716	381,716	0	384,543	384,543
MEDICAID WAIVER PROGRAM	0	598,062	598,062	0	659,084	659,084	0	711,307	711,307
AREA AGENCY ADMINISTRATION	0	366,651	366,651	0	392,661	392,661	0	400,919	400,919
ADVOCACY	0	350,096	350,096	0	362,878	362,878	0	360,779	360,779
PUBLICATIONS	0	223,076	223,076	0	347,860	347,860	0	332,669	332,669
INFORMATION AND ASSISTANCE	0	667,598	667,598	0	668,378	668,378	0	688,684	688,684
CENTER CONNECTION	0	417,793	417,793	0	561,568	561,568	0	586,843	586,843
CONGREGATE MEALS	0	489,861	489,861	0	471,455	471,455	0	989,195	989,195
SUPPORT SERVICES	0	664,981	664,981	0	725,387	725,387	0	704,578	704,578
HOME DELIVERED MEALS	0	624,119	624,119	0	1,253,514	1,253,514	0	1,057,083	1,057,083
CAREGIVERS SUPPORT PROGRAM	0	515,574	515,574	0	610,751	610,751	0	617,305	617,305
STATE HEALTH INSURANCE ASSISTANCE PROGRAM	0	64,306	64,306	0	130,087	130,087	0	134,627	134,627
R.S.V.P.	0	77,934	77,934	0	150,319	150,319	0	157,906	157,906
SENIOR WELLNESS	0	53,182	53,182	0	68,825	68,825	0	75,768	75,768
AGING AND DISABILITY RESOURCE CENTER	0	334,989	334,989	0	373,278	373,278	0	385,839	385,839
HOSPITAL TO HOME	0	81,374	81,374	0	90,000	90,000	0	82,386	82,386
SENIOR HOME SAFETY PROGRAM	0	706	706	0	120,000	120,000	0	120,000	120,000
SENIOR CENTER OPERATING FUND	0	0	0	0	81,657	81,657	0	81,889	81,889
TOTAL -	\$4,467,840	\$10,522,434	\$14,990,274	\$3,846,880	\$12,108,495	\$15,955,375	\$3,896,339	\$12,554,304	\$16,450,643



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
HEALTH AND HUMAN SERVICES									
DEPT OF ENVIRONMENTAL PROTECTION AND SUSTAINABILITY									
ADMINISTRATION AND OPERATIONS	5,482,771	0	5,482,771	5,781,783	0	5,781,783	6,447,251	0	6,447,251
COMMUNITY REFORESTATION PROGRAM	0	56,189	56,189	0	129,794	129,794	0	129,695	129,695
SWM FACILITIES INSPECTION PROGRAM	0	378,687	378,687	0	585,066	585,066	0	546,257	546,257
BEST AVAILABLE TECHNOLOGY FOR OSDS ADMINISTRATION	0	51,057	51,057	0	59,000	59,000	0	59,000	59,000
TOTAL -	\$5,482,771	\$485,933	\$5,968,704	\$5,781,783	\$773,860	\$6,555,643	\$6,447,251	\$734,952	\$7,182,203
LOCAL MANAGEMENT BOARD									
LOCAL CARE TEAM	0	98,996	98,996	0	106,914	106,914	0	106,914	106,914
LOCAL MANAGEMENT BOARD	0	297,943	297,943	0	330,201	330,201	0	316,126	316,126
HEALTHY FAMILIES BALTIMORE COUNTY	0	437,566	437,566	0	581,505	581,505	0	595,580	595,580
YOUTH SERVICE BUREAUS	0	218,082	218,082	0	220,637	220,637	0	135,230	135,230
COGNITIVE BEHAVIORAL THERAPY (CBT)	0	125,000	125,000	0	175,000	175,000	0	175,000	175,000
LAP (LOCAL ACCESS PLAN)	0	161,994	161,994	0	200,000	200,000	0	200,000	200,000
EVIDENCE BASED PRACTICES	0	65,179	65,179	0	200,000	200,000	0	200,000	200,000
FAMILIES AFFECTED BY INCARCERATION	0	119,995	119,995	0	200,000	200,000	0	200,000	200,000
YOUTH HOMELESSNESS	0	90,541	90,541	0	170,000	170,000	0	170,000	170,000
MULTI-SYSTEMIC THERAPY PLUS	0	0	0	0	500,000	500,000	0	500,000	500,000
TOTAL -	0	\$1,615,296	\$1,615,296	0	\$2,684,257	\$2,684,257	0	\$2,598,850	\$2,598,850
TOTAL - HEALTH AND HUMAN SERVICES	\$40,175,570	\$57,895,758	\$98,071,328	\$47,429,104	\$99,993,467	\$147,422,571	\$49,346,292	\$122,563,438	\$171,909,730



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
EDUCATION									
COMMUNITY COLLEGE OF BALTIMORE COUNTY									
INSTRUCTION	26,650,103	58,008,777	84,658,880	27,088,604	63,307,856	90,396,460	30,412,266	62,518,394	92,930,660
ACADEMIC SUPPORT	4,036,065	7,967,429	12,003,494	3,852,066	9,044,786	12,896,852	4,067,217	8,728,850	12,796,067
STUDENT SERVICES	5,395,511	11,819,810	17,215,321	5,353,246	12,586,654	17,939,900	5,660,240	12,859,663	18,519,903
INSTITUTIONAL SUPPORT	11,078,768	24,698,558	35,777,326	11,079,432	25,742,058	36,821,490	11,502,337	24,893,661	36,395,998
OPERATION/MAINTENANCE OF PLANT	4,950,088	10,625,257	15,575,345	4,999,619	11,454,349	16,453,968	5,373,479	11,569,503	16,942,982
MANDATORY TRANSFERS (GRANTS)	2,623,224	60,914,992	63,538,216	2,360,793	76,975,000	79,335,793	2,261,487	63,245,159	65,506,646
AUXILIARY ENTERPRISE	0	550,491	550,491	0	493,500	493,500	0	550,491	550,491
DEBT SERVICE	11,782,670	0	11,782,670	13,939,805	0	13,939,805	13,923,164	0	13,923,164
TOTAL -	\$66,516,429	\$174,585,314	\$241,101,743	\$68,673,565	\$199,604,203	\$268,277,768	\$73,200,190	\$184,365,721	\$257,565,911



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
EDUCATION									
DEPARTMENT OF EDUCATION									
ADMINISTRATION	29,059,528	24,408,049	53,467,577	34,689,624	28,429,468	63,119,092	30,198,887	26,742,315	56,941,202
MID-LEVEL ADMINISTRATION	56,782,004	46,822,754	103,604,758	56,120,149	52,587,104	108,707,253	59,476,832	52,669,099	112,145,931
INSTRUCTIONAL SALARIES & WAGES	303,359,426	258,606,421	561,965,847	292,804,413	278,953,356	571,757,769	308,398,360	273,099,010	581,497,370
INSTRUCTIONAL TEXTBOOKS & SUPPLIES	11,961,332	13,515,228	25,476,560	15,798,976	9,981,749	25,780,725	12,326,544	10,915,644	23,242,188
OTHER INSTRUCTIONAL COSTS	31,994,620	28,825,450	60,820,070	28,988,730	25,027,693	54,016,423	26,428,143	23,403,172	49,831,315
SPECIAL EDUCATION	109,573,333	103,046,127	212,619,460	115,788,365	102,971,474	218,759,839	120,124,534	106,375,052	226,499,586
STUDENT PERSONNEL SERVICES	8,483,161	6,322,141	14,805,302	9,113,132	8,453,130	17,566,262	8,970,601	7,943,823	16,914,424
HEALTH SERVICES	9,730,766	7,386,642	17,117,408	9,633,821	8,940,690	18,574,511	10,020,435	8,873,494	18,893,929
STUDENT TRANSPORTATION SERVICE	41,789,768	30,929,481	72,719,249	40,253,105	39,430,604	79,683,709	44,989,496	39,839,987	84,829,483
OPERATION OF PLANT & EQUIPMENT	57,829,711	47,008,374	104,838,085	57,844,863	54,760,735	112,605,598	61,479,024	54,442,120	115,921,144
MAINTENANCE OF PLANT & EQUIPMENT	21,486,510	20,203,894	41,690,404	25,153,457	20,345,040	45,498,497	22,961,626	20,333,433	43,295,059
FIXED CHARGES	166,945,586	138,855,220	305,800,806	172,303,231	156,837,082	329,140,313	181,270,720	160,522,431	341,793,151
FOOD & NUTRITION SERVICES	0	45,259,718	45,259,718	0	52,512,870	52,512,870	0	50,277,474	50,277,474
CAPITAL OUTLAY	2,566,763	2,093,012	4,659,775	2,593,911	2,397,060	4,990,971	2,666,417	2,361,219	5,027,636
FEDERAL & RESTRICTED PROGRAMS	0	91,269,590	91,269,590	0	144,302,958	144,302,958	0	253,505,678	253,505,678
DEBT SERVICE - COUNTY BONDS	61,587,074	0	61,587,074	67,871,669	0	67,871,669	71,767,194	0	71,767,194
TOTAL -	\$913,149,582	\$864,552,101	\$1,777,701,683	\$928,957,446	\$985,931,013	\$1,914,888,459	\$961,078,813	\$1,091,303,951	\$2,052,382,764
TOTAL - EDUCATION	\$979,666,011	\$1,039,137,415	\$2,018,803,426	\$997,631,011	\$1,185,535,216	\$2,183,166,227	\$1,034,279,003	\$1,275,669,672	\$2,309,948,675



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
CULTURE AND LEISURE SERVICES									
DEPARTMENT OF LIBRARIES									
GENERAL ADMINISTRATION	7,478,358	1,891,995	9,370,353	7,148,006	1,699,956	8,847,962	7,994,601	1,034,058	9,028,659
CIRCULATION/INFORMATION SERVICES	17,037,120	2,230,333	19,267,453	17,558,445	3,855,057	21,413,502	17,965,792	3,643,531	21,609,323
CUSTOMER SUPPORT SERVICES	9,120,643	394,655	9,515,298	9,183,768	2,016,349	11,200,117	9,377,004	1,917,075	11,294,079
BUILDINGS/VEHICLE MAINTENANCE & OPERATION	1,340,599	183,850	1,524,449	1,375,216	301,937	1,677,153	1,370,776	276,379	1,647,155
TOTAL -	\$34,976,720	\$4,700,833	\$39,677,553	\$35,265,435	\$7,873,299	\$43,138,734	\$36,708,173	\$6,871,043	\$43,579,216
DEPARTMENT OF RECREATION & PARKS									
GENERAL ADMINISTRATION	936,065	0	936,065	1,121,574	0	1,121,574	1,678,344	0	1,678,344
RECREATION SERVICES	10,015,065	0	10,015,065	10,731,520	0	10,731,520	12,211,764	0	12,211,764
GROUP LEADERSHIP GRANT PROGRAM	0	2,475,799	2,475,799	0	3,748,490	3,748,490	0	3,818,757	3,818,757
THERAPEUTIC RECREATION SUMMER PROGRAMS	0	113,495	113,495	0	122,985	122,985	0	125,337	125,337
RECREATION COUNCIL DONATIONS	0	9,666	9,666	0	100,000	100,000	0	100,000	100,000
DEPARTMENT DIRECTED PROGRAMS	0	25,668	25,668	0	49,005	49,005	0	503,726	503,726
SPECIAL EVENTS	0	0	0	0	0	0	0	25,000	25,000
TOTAL -	\$10,951,130	\$2,624,628	\$13,575,758	\$11,853,094	\$4,020,480	\$15,873,574	\$13,890,108	\$4,572,820	\$18,462,928
ORGANIZATION CONTRIBUTIONS									
ORGANIZATION CONTRIBUTIONS	2,617,593	0	2,617,593	2,333,500	0	2,333,500	2,557,750	0	2,557,750
GENERAL GRANT PROGRAM	3,241,421	0	3,241,421	3,326,709	0	3,326,709	3,476,709	0	3,476,709
SUMMER PROGRAM & COMMUNITY ARTS DEVELOPMENT	0	142,200	142,200	0	204,741	204,741	0	235,000	235,000
TOTAL -	\$5,859,014	\$142,200	\$6,001,214	\$5,660,209	\$204,741	\$5,864,950	\$6,034,459	\$235,000	\$6,269,459
TOTAL - CULTURE AND LEISURE SERVICES	\$51,786,864	\$7,467,661	\$59,254,525	\$52,778,738	\$12,098,520	\$64,877,258	\$56,632,740	\$11,678,863	\$68,311,603



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
ECONOMIC & COMM. DEVELOPMENT									
DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT									
ECONOMIC DEVELOPMENT	979,656	0	979,656	1,470,057	0	1,470,057	1,643,861	0	1,643,861
ECONOMIC DEVELOPMENT FINANCING	0	12,224,190	12,224,190	0	8,836,192	8,836,192	0	8,836,192	8,836,192
BOOST PROGRAM INCOME	0	423	423	0	180,000	180,000	0	200,000	200,000
TOURISM PROGRAM	0	1,316,451	1,316,451	0	1,309,611	1,309,611	0	1,440,080	1,440,080
TOTAL -	\$979,656	\$13,541,064	\$14,520,720	\$1,470,057	\$10,325,803	\$11,795,860	\$1,643,861	\$10,476,272	\$12,120,133
HOUSING OFFICE									
HOUSING OFC - GENERAL ADMINISTRATION	0	4,778,588	4,778,588	0	6,025,882	6,025,882	0	6,288,554	6,288,554
HOUSING CHOICE VOUCHER PROGRAM	0	69,379,841	69,379,841	0	76,000,000	76,000,000	0	78,000,000	78,000,000
HUD-VETERANS AFFAIRS SUPPORTIVE HOUSING PROGRAM	0	2,671,076	2,671,076	0	3,000,000	3,000,000	0	3,000,000	3,000,000
FAMILY SELF SUFFICIENCY	0	215,963	215,963	0	311,795	311,795	0	315,688	315,688
BRIDGE SUBSIDY PROGRAM	0	0	0	0	100,000	100,000	0	100,000	100,000
TOTAL -	0	\$77,045,468	\$77,045,468	0	\$85,437,677	\$85,437,677	0	\$87,704,242	\$87,704,242
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT									
GENERAL ADMINISTRATION HOUSING & COMMUNITY DEVELOPMENT	0	0	0	0	0	0	867,854	0	867,854
GENERAL ADMINISTRATION & PLANNING (CDBG)	0	617,015	617,015	0	918,113	918,113	0	921,475	921,475
COMMISSION ON DISABILITIES-ADMIN. (CDBG)	0	30,776	30,776	0	0	0	0	0	0
HOUSING SERVICES (CDBG)	0	724,887	724,887	0	833,285	833,285	0	744,450	744,450
GRANTS TO NON-PROFITS (CDBG)	0	648,951	648,951	0	681,085	681,085	0	691,106	691,106
HOUSING REHAB PROGRAM (CDBG)	0	909,662	909,662	0	904,184	904,184	0	875,449	875,449
NON PROFIT PUBLIC CAPITAL IMPROVEMENTS (CDBG)	0	426,074	426,074	0	601,546	601,546	0	601,546	601,546



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
ECONOMIC & COMM. DEVELOPMENT									
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT									
HOME INVESTMENT PARTNERSHIP PROGRAM	0	168,396	168,396	0	2,216,087	2,216,087	0	2,211,642	2,211,642
EMERGENCY SOLUTIONS GRANTS	0	318,325	318,325	0	356,952	356,952	0	357,383	357,383
CONTINUUM OF CARE	0	1,473,427	1,473,427	0	1,370,291	1,370,291	0	1,405,536	1,405,536
HOMELESS SOLUTIONS PROGRAM - HSP (STATE DHCD)	0	465,891	465,891	0	465,964	465,964	0	465,964	465,964
HOMEOWNERSHIP/SELP PROGRAM	0	0	0	0	0	0	0	62,550	62,550
FEDERAL NEIGHBORHOOD STABILIZATION PROGRAM GRANT	0	0	0	0	0	0	0	78,371	78,371
LEAD HAZARD REDUCTION DEMONSTRATION GRANT	0	0	0	0	2,000,000	2,000,000	0	161,453	161,453
STATE OF MD NEIGHBORHOOD CONSERVATION INITIATIVE LOAN	0	0	0	0	0	0	0	220,000	220,000
HMIS	0	168,434	168,434	0	168,914	168,914	0	168,914	168,914
REHAB ADMINISTRATION	0	492,406	492,406	0	717,794	717,794	0	706,234	706,234
EMERGENCY ASSISTANCE PROGRAM (STATE DHR)	0	57,246	57,246	0	57,246	57,246	0	57,246	57,246
CODE ENFORCEMENT PROGRAM (CDBG)	0	0	0	0	83,317	83,317	0	67,116	67,116
COMMUNITY DEVELOPMENT ADMINISTRATION	0	0	0	0	0	0	0	125,906	125,906
COMMUNITY LEGACY PROGRAM	0	0	0	0	0	0	0	90,621	90,621
COMMUNITY DEVELOPMENT BLOCK GRANT-CORONAVIRUS	0	0	0	0	0	0	0	354,754	354,754
EMERGENCY SOLUTIONS GRANT - CORONAVIRUS	0	0	0	0	0	0	0	174,630	174,630
TOTAL -	0	\$6,501,490	\$6,501,490	0	\$11,374,778	\$11,374,778	\$867,854	\$10,542,346	\$11,410,200



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
ECONOMIC & COMM. DEVELOPMENT									
WORKFORCE DEVELOPMENT									
WORKFORCE DEVELOPMENT	0	0	0	0	0	0	101,000	0	101,000
ADULT PROGRAM	0	228,199	228,199	0	400,000	400,000	0	500,000	500,000
YOUTH PROGRAM	0	1,198,104	1,198,104	0	1,922,062	1,922,062	0	1,767,992	1,767,992
DISLOCATED WORKER PROGRAM	0	169,476	169,476	0	400,000	400,000	0	500,000	500,000
CENTRAL OFFICE	0	234,933	234,933	0	312,488	312,488	0	318,840	318,840
CAREER CENTERS	0	898,677	898,677	0	2,709,667	2,709,667	0	2,745,224	2,745,224
BUSINESS SERVICES	0	249,341	249,341	0	319,489	319,489	0	326,649	326,649
DSS YOUTH	0	36,683	36,683	0	100,000	100,000	0	125,000	125,000
DORS YOUTH	0	68,876	68,876	0	130,000	130,000	0	130,000	130,000
MD SUMMER YOUTH CONNECTIONS	0	248,788	248,788	0	300,000	300,000	0	300,000	300,000
DJS	0	10,636	10,636	0	30,000	30,000	0	35,000	35,000
TOTAL -	0	\$3,343,713	\$3,343,713	0	\$6,623,706	\$6,623,706	\$101,000	\$6,748,705	\$6,849,705
TOTAL - ECONOMIC & COMM. DEVELOPMENT	\$979,656	\$100,431,735	\$101,411,391	\$1,470,057	\$113,761,964	\$115,232,021	\$2,612,715	\$115,471,565	\$118,084,280



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
<u>NON DEPARTMENTAL</u>									
<u>DEBT SERVICE</u>									
GENERAL PUBLIC FACILITIES	81,846,727	0	81,846,727	84,847,293	0	84,847,293	82,720,614	0	82,720,614
PENSION FUNDING BONDS	21,112,975	0	21,112,975	21,110,258	0	21,110,258	21,102,405	0	21,102,405
NON-GENERAL OBLIGATION DEBT	25,065,816	0	25,065,816	24,930,310	0	24,930,310	27,891,245	0	27,891,245
TOTAL -	\$128,025,518	0	\$128,025,518	\$130,887,861	0	\$130,887,861	\$131,714,264	0	\$131,714,264
<u>RETIREMENT & SOCIAL SECURITY</u>									
CONTRIBUTION-EMPLOYEE RETIREMENT SYSTEM	131,419,126	0	131,419,126	137,697,187	0	137,697,187	145,720,037	0	145,720,037
CONTRIBUTIONS SOCIAL SECURITY	19,635,973	0	19,635,973	20,256,443	0	20,256,443	21,168,000	0	21,168,000
CONTRIBUTIONS POLICE FIRE WIDOWS PENSION	0	0	0	0	0	0	7,500,000	0	7,500,000
CONTRIBUTIONS NON SYSTEM RETIREMENT	321,359	0	321,359	344,240	0	344,240	325,940	0	325,940
TOTAL -	\$151,376,458	0	\$151,376,458	\$158,297,870	0	\$158,297,870	\$174,713,977	0	\$174,713,977
<u>INSURANCE</u>									
INSURANCE CONTRIBUTIONS	86,318,086	0	86,318,086	144,221,244	0	144,221,244	148,837,746	0	148,837,746
TOTAL -	\$86,318,086	0	\$86,318,086	\$144,221,244	0	\$144,221,244	\$148,837,746	0	\$148,837,746
<u>RESERVE FOR CONTINGENCIES</u>									
RESERVE FOR CONTINGENCIES	0	0	0	615,000	0	615,000	2,500,000	0	2,500,000
TOTAL -	0	0	0	\$615,000	0	\$615,000	\$2,500,000	0	\$2,500,000
<u>CONTRIBUTION TO CAPITAL BUDGET</u>									
CONTRIBUTION TO CAPITAL BUDGET	30,250,808	0	30,250,808	21,643,530	0	21,643,530	53,209,245	0	53,209,245
TOTAL -	\$30,250,808	0	\$30,250,808	\$21,643,530	0	\$21,643,530	\$53,209,245	0	\$53,209,245



EXHIBIT "C"
SUMMARY OF OPERATING BUDGETS
FOR FISCAL YEARS 2020, 2021 and 2022

AGENCY & WORK PROGRAM	FY 2020 ACTUALS			FY 2021 ADJ APPROPRIATION			FY 2022 BUDGET		
	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL	GENERAL FUND	SPECIAL FUND	TOTAL
NON DEPARTMENTAL									
LOCAL SHARE									
LOCAL SHARE	9,484,688	0	9,484,688	9,849,787	0	9,849,787	10,371,555	0	10,371,555
TOTAL -	\$9,484,688	0	\$9,484,688	\$9,849,787	0	\$9,849,787	\$10,371,555	0	\$10,371,555
TOTAL - NON DEPARTMENTAL	\$405,455,558	0	\$405,455,558	\$465,515,292	0	\$465,515,292	\$521,346,787	0	\$521,346,787
GRAND TOTAL	\$2,101,035,374	\$1,556,402,544	\$3,657,437,918	\$2,217,435,582	\$1,929,458,766	\$4,146,894,348	\$2,342,871,023	\$1,925,489,189	\$4,268,360,212



EXHIBIT "D"
STATEMENT OF GENERAL OBLIGATION DEBT OUTSTANDING

	<u>AS OF JUNE 30,</u> <u>2018</u>	<u>AS OF JUNE 30,</u> <u>2019</u>	<u>AS OF JUNE 30,</u> <u>2020</u>	<u>AS OF JUNE 30,</u> <u>2021</u>
Public Facility Bonds	\$735,182,000	\$765,458,000	\$733,428,000	\$753,721,000
Community College Bonds	138,524,000	138,071,000	120,456,000	124,101,000
Public School Bonds	536,739,000	654,166,000	779,556,000	805,593,000
Bond Anticipation Notes	246,000,000	246,000,000	145,000,000	205,000,000
Pension Liability Funding Bonds	<u>368,682,000</u>	<u>358,895,000</u>	<u>348,979,000</u>	<u>338,908,000</u>
Total Applicable to Debt Limit	2,025,127,000	2,162,590,000	2,127,419,000	2,227,323,000

STATEMENT OF LEGAL DEBT LIMIT

Estimated assessable basis as of June 30th	84,989,524,816	87,873,774,663	90,870,432,567	93,187,469,485
Debt Limit (4% of assessable basis) *	3,399,580,993	3,514,950,987	3,634,817,303	3,727,498,779
Total Applicable Debt	<u>2,025,127,000</u>	<u>2,127,419,000</u>	<u>2,127,419,000</u>	<u>2,227,323,000</u>
Legal Margin for Creation of Additional Debt	1,374,453,993	1,387,531,987	1,507,398,303	1,500,175,779

General obligation indebtedness of the County issued pursuant to "full faith and credit" authority granted under Article VII, Section 717 of the Baltimore County Charter may not exceed 10% of the assessed value of all real and personal property subject to assessment for unlimited taxation by the County.



EXHIBIT "E"
STATEMENT OF METROPOLITAN DISTRICT DEBT OUTSTANDING

	<u>AS OF JUNE 30, 2018</u>	<u>AS OF JUNE 30, 2019</u>	<u>AS OF JUNE 30, 2020</u>	<u>AS OF JUNE 30, 2021</u>
Metropolitan District Bonds	\$1,153,450,000	\$1,355,830,000	\$1,314,100,000	\$1,466,270,000
Maryland Water Quality Revolving Loan Fund	165,239,168	243,867,548	317,996,100	344,363,373
Bond Anticipation Notes	245,000,000	42,000,000	205,000,000	0
Pension Liability; Funding Bonds - Metro	<u>15,363,000</u>	<u>14,955,000</u>	<u>14,541,000</u>	<u>14,122,000</u>
Total Applicable to Debt Limit	<u>1,579,052,168</u>	<u>1,656,652,548</u>	<u>1,851,637,100</u>	<u>1,824,755,373</u>

STATEMENT OF LEGAL DEBT LIMIT

Estimated assessable basis as of June 30th	75,762,616,430	78,384,663,857	81,022,401,909	83,088,331,289
Debt Limit (3.2% of assessable basis) *	2,424,403,726	2,508,309,243	2,592,716,861	2,658,826,601
Total Long Term Debt	1,579,052,168	1,851,637,100	1,851,637,100	1,824,755,373
Legal Margin for Creation of Additional Debt	<u>845,351,558</u>	<u>656,672,143</u>	<u>741,079,761</u>	<u>834,071,228</u>

The Total of Metropolitan District Bonds outstanding for any purpose under Title 35, Article III, Section 35-252 of the Baltimore County Code may not exceed 8% of the total assessable basis for County Taxation purposes, within the Metropolitan District.



EXHIBIT "F"
FY 2022 GOVERNMENT-WIDE SUMMARY OF FUNDS

	OPERATING BUDGET								ENTERPRISE FUNDS		GOVERNMENT-WIDE TOTAL
	GENERAL FUND	GIFTS & GRANTS FUND	LIQUOR LICENSING FUND	STORMWATER MANAGEMENT FUND	NEGLECTED PROPERTY COMMUNITY FUND	ECONOMIC FINANCING FUND	NON COUNTY FUNDS **	TOTAL OPERATING BUDGET	METRO DISTRICT FUND	OTHER ENTERPRISE FUNDS	TOTAL OPERATING FUNDS
REVENUES AND OTHER FINANCING SOURCES											
REAL AND PERSONAL PROPERTY TAXES	1,072,947,439	0	0	0	0	0	0	1,072,947,439	0	0	1,072,947,439
INCOME TAXES	871,118,138	0	0	0	0	0	0	871,118,138	0	0	871,118,138
SALES & SERVICE TAXES	159,851,002	0	0	0	0	0	0	159,851,002	0	0	159,851,002
STATE GRANTS IN AID	44,291,510	63,903,391	0	0	0	0	838,384,566	946,579,467	0	0	946,579,467
GRANTS FROM THE FEDERAL GOVERNMENT	4,712,190	194,143,963	0	0	0	0	220,613,084	419,469,237	0	0	419,469,237
FEES AND OTHER REVENUE	104,514,901	40,543,052	1,250,000	0	2,000,000	9,526,192	141,634,096	299,468,241	273,586,410	50,827,965	623,882,616
REVENUE TRANSFERS	0	450,000	(450,000)	0	0	0	0	0	0	0	0
APPROPRIATION FROM FUND BALANCE	85,435,843	0	(2,672)	0	0	(690,000)	31,378,791	116,121,962	58,390,351	0	174,512,313
TOTAL SOURCES	\$2,342,871,023	\$299,040,406	\$797,328	0	\$2,000,000	\$8,836,192	\$1,232,010,537	\$3,885,555,486	\$331,976,761	\$50,827,965	\$4,268,360,212
EXPENDITURES											
DEPARTMENT OF EDUCATION	961,078,813	0	0	0	0	0	1,041,026,477	2,002,105,290	0	50,277,474	2,052,382,764
COMMUNITY COLLEGE OF BALTIMORE COUNTY	73,200,190	0	0	0	0	0	183,815,230	257,015,420	0	550,491	257,565,911
POLICE DEPARTMENT	238,728,773	29,165,665	0	0	0	0	0	267,894,438	0	0	267,894,438
FIRE DEPARTMENT	112,174,887	3,160,647	0	0	0	0	0	115,335,534	0	0	115,335,534
DEPARTMENT OF LIBRARIES	36,708,173	0	0	0	0	0	6,871,043	43,579,216	0	0	43,579,216
DEPARTMENT OF CORRECTIONS	45,877,512	1,318,715	0	0	0	0	0	47,196,227	0	0	47,196,227
PROPERTY MANAGEMENT	38,497,642	0	0	0	0	0	0	38,497,642	0	0	38,497,642
OFFICE OF INFORMATION TECHNOLOGY	35,263,910	0	0	0	0	0	0	35,263,910	0	0	35,263,910
DEPARTMENT OF SOCIAL SERVICES	13,195,681	9,719,830	0	0	0	0	297,787	23,213,298	0	0	23,213,298
DEPARTMENT OF RECREATION & PARKS	13,890,108	4,572,820	0	0	0	0	0	18,462,928	0	0	18,462,928
HOUSING OFFICE	0	87,704,242	0	0	0	0	0	87,704,242	0	0	87,704,242
DEPARTMENT OF HEALTH	25,807,021	96,657,715	0	0	0	0	0	122,464,736	0	0	122,464,736
DEPARTMENT OF AGING	3,896,339	12,554,304	0	0	0	0	0	16,450,643	0	0	16,450,643
LOCAL MANAGEMENT BOARD	0	2,598,850	0	0	0	0	0	2,598,850	0	0	2,598,850
BOARD OF LIQUOR LICENSE COMMISSIONERS	0	0	797,328	0	0	0	0	797,328	0	0	797,328
DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT	1,643,861	1,640,080	0	0	0	8,836,192	0	12,120,133	0	0	12,120,133
DEPARTMENT OF PERMITS, APPROVALS AND INSPECTIONS	10,436,966	500,000	0	0	2,000,000	0	0	12,936,966	1,774,949	0	14,711,915
WORKFORCE DEVELOPMENT	101,000	6,748,705	0	0	0	0	0	6,849,705	0	0	6,849,705
RESERVE FOR CONTINGENCIES	2,500,000	0	0	0	0	0	0	2,500,000	0	0	2,500,000
ALL OTHER AGENCIES	601,823,070	30,073,875	0	0	0	0	0	631,896,945	0	0	631,896,945
DEPT OF ENVIRONMENTAL PROTECTION AND SUSTAINABILITY	6,447,251	734,952	0	0	0	0	0	7,182,203	0	0	7,182,203



EXHIBIT "F"
FY 2022 GOVERNMENT-WIDE SUMMARY OF FUNDS

	OPERATING BUDGET								ENTERPRISE FUNDS		GOVERNMENT-WIDE TOTAL
	GENERAL FUND	GIFTS & GRANTS FUND	LIQUOR LICENSING FUND	STORMWATER MANAGEMENT FUND	NEGLECTED PROPERTY COMMUNITY FUND	ECONOMIC FINANCING FUND	NON COUNTY FUNDS **	TOTAL OPERATING BUDGET	METRO DISTRICT FUND	OTHER ENTERPRISE FUNDS	TOTAL OPERATING FUNDS
EXPENDITURES											
DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT	867,854	10,542,346	0	0	0	0	0	11,410,200	0	0	11,410,200
DEPARTMENT OF PUBLIC WORKS AND TRANSPORTATION	120,731,972	1,347,660	0	0	0	0	0	122,079,632	330,201,812	0	452,281,444
TOTAL EXPENDITURES	\$2,342,871,023	\$299,040,406	\$797,328	0	\$2,000,000	\$8,836,192	\$1,232,010,537	\$3,885,555,486	\$331,976,761	\$50,827,965	\$4,268,360,212

** Education, College, Libraries & Social Services receive some direct funding which does not pass through the County's coffers. Although these funds are not appropriated, the County must approve these spending levels.

*** Enterprise Funds are self-supporting business-like activities. These funds are not appropriated, but are presented here for information purposes only.



EXHIBIT "G"
ANALYSIS OF CHANGES IN UNAPPROPRIATED FUND BALANCE
NON GENERAL FUND GOVERNMENTAL FUNDS FOR FISCAL YEARS 2021 2022

		Balance At July 1	Estimated Revenue	Estimated Expenditures	Estimated Transfers To Other Funds	Restricted Funds	Estimated Unassigned Balance as of June 30
<u>SPECIAL FUNDS</u>							
LIQUOR LICENSE FUND	FY2021	142,099	374,283	(715,804)	208,000		8,578
	FY2022	8,578	1,250,000	(797,397)	(450,000)		11,181
STORMWATER MANAGEMENT FUND	FY2021	0	0	0	0		0
	FY2022	0	0	0	0		0
GIFTS & GRANTS FUND	FY2021	0	431,693,049	(431,693,049)			0
	FY2022	0	299,040,406	(299,040,406)			0
ECONOMIC DEVELOPMENT FUND ^(A)	FY2021	19,563,274	8,836,192	(16,195,438)		(11,812,510)	391,518
	FY2022	391,518	18,401,633	(12,646,860)		(3,300,000)	2,846,291
NEGLECTED PROPERTY COMMUNITY FUND	FY2021	0	0	0	0	0	0
	FY2022	0	2,000,000	(2,000,000)	0	0	0

Revenue of the Gifts & Grants Fund is recognized when the qualifying expenditures have been incurred and all other grant requirements have been met. In this presentation, the fund balances have an annual ending balance of zero.

(A) The Housing Opportunities Fund is funded within the Economic Development Fund. Monies for Housing are not being transferred to another Fund, but instead are restricted/encumbered within the Fund.

<u>PROPRIETARY FUNDS</u>							
METROPOLITAN DISTRICT ENTERPRISE FUND	FY2021	114,278,775	330,541,567	(294,443,541)	(33,000,000)		117,376,801
	FY2022	117,376,801	334,464,576	(311,976,762)	(20,000,000)		119,864,615
REC & PARKS FUND	FY2021	CLOSED	0	0			0
	FY2022	CLOSED	0	0			0
SCHOOL FOOD SERVICE FUND	FY2021	19,199,238	20,754,565	(39,950,162)			3,641
	FY2022	3,641	52,920,922	(52,920,922)			3,641
COLLEGE BOOK STORE FUND	FY2021	0	493,500	(493,500)			0
	FY2022	0	720,350	(720,350)			0



EXHIBIT "H"
PRELIMINARY UNAPPROPRIATED FUND BALANCE OF THE GENERAL FUND
FISCAL YEARS 2020, 2021 and 2022

	<u>FY 2020 Actual</u>	<u>FY 2021 Revised Estimate</u>	<u>FY 2022 Budget</u>
General Fund Balance, June 30			
Available for Current Year Operations	17,611,089	128,113,252	157,597,401
Estimated Revenues			
Revenue Estimate Per Revised Budget	2,156,335,786	2,161,712,610	2,257,435,180
Estimated Revenue Surplus (Shortfall)	63,123,393	103,907,057	
State RELIEF Act Budgetary Impact		(28,400,000)	
Estimate Total Revenues	2,219,459,179	2,237,219,667	2,257,435,180
Add: Prior Year Liquidations & Reserve Adjustments	710,570	875,270	0
Deduct:			
Appropriations			
Amended Appropriations ^(A)	(2,153,680,849)	(2,189,835,582)	(2,342,871,023)
Plus: Supplemental Appropriation	(11,825,000)	(27,600,000)	
Plus: Estimated Unexpended Appropriations	64,248,441	14,000,000	
Estimated Total Expense	(2,101,257,408)	(2,203,435,582)	(2,342,871,023)
Operational Surplus	136,523,430	162,772,607	72,161,558
Surplus Transferred to Revenue Stabilization Reserve Account*	(8,410,178)	(5,175,206)	(5,299,411)
General Fund Unappropriated Balance (Available for Next Year's Operations)	128,113,252	157,597,401	66,862,147
Revenue Stabilization Reserve Account (RSRA) Balance at 6/30	207,223,401	215,633,579	220,808,785
Investment Income Credited to the RSRA Account	3,108,351	5,175,206	5,299,411
Required Use of Fund Balance	0	0	0
Transfer to RSRA Account to Generate 10% Balance*	5,301,827	0	0
Projected RSRA Ending Balance	215,633,579	220,808,785	226,108,196
Total Ending Balance, Including Unappropriated Balance	343,746,831	378,406,186	292,970,343
Balance as Percent of Estimated Total Revenues	15.5%	16.9%	13.0%
Stabilization Reserve Percentage	10.0%	10.2%	10.5%

The **General Fund Unappropriated Balance** is the total funds available for next year's operations after adjusting for budget year appropriations and funds transferred to the Revenue Stabilization Reserve Account.

The **Revenue Stabilization Reserve Account** is established within the General Fund balance as a hedge against major revenue shortfalls or other fiscal emergencies and is equal to 10% of budgeted revenues.

The **Total Ending Balance, Including Unappropriated Balance** is the General Fund Unappropriated Balance and the Revenue Stabilization Reserve Account combined. This amount represents surplus funding available and therefore serves the purpose of unexpended and unappropriated funds set aside as specified for contingencies in Article 712 of the Baltimore County Charter.

(A) The FY2022 Budget includes \$2,500,000 in Contingency Reserve and \$53,209,245 in Capital Current Expense.



EXHIBIT "I"
FY 2022 GOVERNMENT-WIDE BUDGET SUMMARY
OBJECTS OF EXPENDITURE

EXPENDITURE OBJECT	FY 2020 ACTUALS	FY 2021 ADJ APPROPRIATION	FY 2022 BUDGET
01- PERSONNEL SERVICES	1,772,928,921	1,848,212,071	2,001,578,197
02 - MILEAGE & TRAVEL	4,632,181	6,775,153	5,867,642
03 - CONTRACTUAL SERVICES	573,154,614	689,065,795	699,150,534
04 - RENTS & UTILITIES	158,629,978	162,929,536	166,344,282
05 - SUPPLIES & MATERIALS	160,280,620	150,879,239	165,532,508
07 - GRANTS, SUBSIDIES & CONTRIBUTIONS	510,702,483	734,267,929	568,336,085
08 - OTHER CHARGES	115,348,132	178,466,973	212,368,492
09 - LAND, BUILDINGS, & OTHER IMPROVEMENTS	56,372,012	54,711,653	113,550,310
12 - INTEREST PAYMENTS	305,388,972	321,585,999	335,632,162
	5	0	0
TOTAL EXPENDITURES	3,657,437,918	4,146,894,348	4,268,360,212
GENERAL FUNDS	2,101,035,374	2,217,435,582	2,342,871,023
OTHER FUNDS	1,556,402,544	1,929,458,766	1,925,489,189
TOTAL EXPENDITURES	3,657,437,918	4,146,894,348	4,268,360,212



EXHIBIT "J"

APPROPRIATION SUMMARY

CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

SUMMARY OF PROJECT ESTIMATES

-----FIVE YEAR CAPITAL PROGRAM-----

DEPT NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR-IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
201	Sewer System	2,973,364,234	1,922,393,399	1,050,970,835	290,170,835	26,000,000	383,400,000	33,000,000	287,400,000	31,000,000
203	Water System	1,882,006,142	1,295,858,142	586,148,000	211,520,000	0	187,314,000	0	187,314,000	0
204	Storm Drains	92,784,918	70,309,918	22,475,000	8,775,000	0	6,850,000	0	6,850,000	0
205	Streets and Highways	655,855,513	520,720,513	135,135,000	47,005,000	0	43,555,000	0	44,575,000	0
207	Bridges, Culverts and Grade Separations	147,490,827	99,191,827	48,299,000	11,649,000	0	18,875,000	0	17,775,000	0
208	Refuse Disposal	99,356,800	74,036,800	25,320,000	15,320,000	0	5,000,000	0	5,000,000	0
209	Community College	284,670,805	190,360,805	94,310,000	22,514,000	5,673,000	29,913,000	3,335,000	27,875,000	5,000,000
210	General Government Buildings	543,230,039	402,447,821	140,782,218	60,782,218	8,000,000	28,000,000	8,000,000	28,000,000	8,000,000
212	Parks, Preservation and Greenways	298,056,503	186,934,292	111,122,211	75,722,211	0	17,450,000	0	17,950,000	0
213	Schools	1,730,057,722	1,126,137,955	603,919,767	203,919,767	0	200,000,000	0	200,000,000	0
217	Land Preservation	76,885,826	59,655,826	17,230,000	5,310,000	0	5,460,000	0	6,460,000	0
218	Community Improvements	255,773,933	213,262,158	42,511,775	12,571,192	8,740,583	7,300,000	3,300,000	7,300,000	3,300,000
220	Fire Department Buildings	57,014,229	24,385,229	32,629,000	24,129,000	1,000,000	3,000,000	1,000,000	2,500,000	1,000,000
221	Waterway Improvement Fund	197,967,356	121,323,356	76,644,000	26,644,000	2,000,000	22,000,000	2,000,000	22,000,000	2,000,000
230	Police Department Buildings	17,250,000	5,500,000	11,750,000	8,250,000	0	2,000,000	0	1,500,000	0
TOTAL:		9,311,764,847	6,312,518,041	2,999,246,806	1,024,282,223	51,413,583	960,117,000	50,635,000	862,499,000	50,300,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

201 SEWER SYSTEM

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
201P002	NEIGHBORHOOD PETITION/ HEALTH EXT.	34,046,672	21,546,672	12,500,000	2,500,000	0	7,500,000	0	2,500,000	0
201P052	CONSTRUCTION AT HIGHWAY SITES	2,255,636	1,955,636	300,000	100,000	0	100,000	0	100,000	0
201P072	CITY/COUNTY JOINT USE FACILITIES	1,159,389,375	839,859,540	319,529,835	119,529,835	0	100,000,000	0	100,000,000	0
201P073	SPECIAL SEWER HOUSE CONNECTIONS	13,944,628	10,944,628	3,000,000	1,000,000	0	1,000,000	0	1,000,000	0
201P077	MAIN RELINING, REHAB & REPLACEMENT	1,003,826,780	684,685,780	319,141,000	42,541,000	26,000,000	89,800,000	33,000,000	96,800,000	31,000,000
201P090	MISCELLANEOUS SYSTEM IMPROVEMENTS	408,701,143	348,701,143	60,000,000	20,000,000	0	20,000,000	0	20,000,000	0
201P104	GUNPOWDER RELIEF SEWER	90,500,000	0	90,500,000	63,500,000	0	27,000,000	0	0	0
201P105	REDHOUSE RUN INTERCEPTOR RELIEF SEWER	20,700,000	14,700,000	6,000,000	6,000,000	0	0	0	0	0
201P106	GUNPOWDER TO WHITE MARSH SYSTEM IMPROVEMENT	138,000,000	0	138,000,000	0	0	138,000,000	0	0	0
201P107	LONG QUARTER REHABILITATION - SOUTH	16,000,000	0	16,000,000	16,000,000	0	0	0	0	0
201P108	GUNPOWDER STRUCTURAL REHABILITATION	14,000,000	0	14,000,000	14,000,000	0	0	0	0	0
201P109	OUTFALL PHASE II SEWERSHED IMPROVEMENTS	72,000,000	0	72,000,000	5,000,000	0	0	0	67,000,000	0
TOTAL:		2,973,364,234	1,922,393,399	1,050,970,835	290,170,835	26,000,000	383,400,000	33,000,000	287,400,000	31,000,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022

STAGE 4

CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

203 WATER SYSTEM

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
203P002	NEIGHBORHOOD PETITIONS WATER EXT.	6,194,484	4,694,484	1,500,000	500,000	0	500,000	0	500,000	0
203P006	TOWSON FOURTH ZONE	70,489,140	52,489,140	18,000,000	0	0	18,000,000	0	0	0
203P012	PIKESVILLE FOURTH ZONE	49,543,918	42,543,918	7,000,000	0	0	7,000,000	0	0	0
203P035	MISC DISTRIBUTION SYSTEM IMPROVEMENTS	137,423,146	87,423,146	50,000,000	15,000,000	0	15,000,000	0	20,000,000	0
203P036	FIRST ZONE	162,301,432	137,301,432	25,000,000	0	0	0	0	25,000,000	0
203P050	CONSTRUCTION AT HIGHWAY SITES	61,800,888	30,800,888	31,000,000	8,000,000	0	8,000,000	0	15,000,000	0
203P067	MAIN REPLACEMENT AND REHABILITATION	292,287,582	172,287,582	120,000,000	30,000,000	0	40,000,000	0	50,000,000	0
203P070	FIRE HYDRANTS	830,778	770,778	60,000	20,000	0	20,000	0	20,000	0
203P071	CITY/ COUNTY JOINT USED FACILITIES	951,080,774	706,045,774	245,035,000	101,473,000	0	76,768,000	0	66,794,000	0
203P080	FULLERTON FILTRATION PLANT	34,598,000	0	34,598,000	6,000,000	0	18,598,000	0	10,000,000	0
203P081	DRUID LAKE FINISHED WATER RESERVOIRS	30,428,000	21,284,000	9,144,000	9,144,000	0	0	0	0	0
203P082	ASHBURTON FINISHED WATER RESERVOIR IMPROVEMENTS	48,522,000	24,260,000	24,262,000	24,262,000	0	0	0	0	0
203P084	MONTEBELLO WATER TREATMENT PLANT I IMPROVEMENTS	14,793,000	9,862,000	4,931,000	4,931,000	0	0	0	0	0
203P085	CROMWELL PUMPING STATION REHABILITATION	21,713,000	6,095,000	15,618,000	12,190,000	0	3,428,000	0	0	0
TOTAL:		1,882,006,142	1,295,858,142	586,148,000	211,520,000	0	187,314,000	0	187,314,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

204 STORM DRAINS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
204P002	STORM DRAIN REPAIRS & ENHANCEMENTS	47,273,006	35,248,006	12,025,000	4,025,000	0	4,000,000	0	4,000,000	0
204P006	STORM DRAIN INLET RECONSTR. PROGRAM	12,350,000	9,350,000	3,000,000	1,000,000	0	1,000,000	0	1,000,000	0
204P007	RESILIENCE AND SUSTAINABILITY	11,280,093	5,830,093	5,450,000	2,650,000	0	1,400,000	0	1,400,000	0
204P010	STORMWATER - MS-4 REQUIREMENTS	15,665,000	15,165,000	500,000	500,000	0	0	0	0	0
204P329	ACQUISTION OF FLOODED HOMES	6,216,819	4,716,819	1,500,000	600,000	0	450,000	0	450,000	0
TOTAL:		92,784,918	70,309,918	22,475,000	8,775,000	0	6,850,000	0	6,850,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

205 STREETS AND HIGHWAYS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
205P002	STREET REHABILITATION	62,182,743	53,870,743	8,312,000	3,044,000	0	2,134,000	0	3,134,000	0
205P018	TRAFFIC CALMING	11,533,771	9,133,771	2,400,000	800,000	0	800,000	0	800,000	0
205P111	STREETS & HIGHWAYS - SUBDIVISIONS	11,805,685	7,305,685	4,500,000	1,500,000	0	1,500,000	0	1,500,000	0
205P133	ROADWAY RESURFACING	381,509,610	311,281,610	70,228,000	24,216,000	0	22,996,000	0	23,016,000	0
205P179	TRANSPORTATION & ALIGNMENT STUDIES/SITE ACQUISITION	1,392,000	942,000	450,000	150,000	0	150,000	0	150,000	0
205P250	ALLEY RECONSTRUCTION	15,641,587	10,891,587	4,750,000	1,250,000	0	1,750,000	0	1,750,000	0
205P286	MISCELLANEOUS INTERSECTION IMPROVEMENT	24,504,260	19,109,260	5,395,000	945,000	0	2,225,000	0	2,225,000	0
205P301	CURBS, GUTTERS, AND SIDEWALKS	107,202,782	80,702,782	26,500,000	9,500,000	0	8,500,000	0	8,500,000	0
205P350	SIDEWALK RAMP/ADA UPGRADE PROGRAM	3,047,212	2,247,212	800,000	400,000	0	200,000	0	200,000	0
205P458	TRAFFIC SIGNALS	27,335,863	22,835,863	4,500,000	1,500,000	0	1,500,000	0	1,500,000	0
205P500	BIKEWAYS & PEDESTRIAN ACCESS	5,700,000	1,000,000	4,700,000	1,900,000	0	1,400,000	0	1,400,000	0
205P501	STREET LIGHTS	2,000,000	400,000	1,600,000	800,000	0	400,000	0	400,000	0
205P502	WINDSOR MILL ROAD	2,000,000	1,000,000	1,000,000	1,000,000	0	0	0	0	0
TOTAL:		655,855,513	520,720,513	135,135,000	47,005,000	0	43,555,000	0	44,575,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

207 BRIDGES, CULVERTS AND GRADE SEPARATIONS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
207P002	MINOR BRIDGE REPAIR	90,634,815	71,245,815	19,389,000	5,639,000	0	7,375,000	0	6,375,000	0
207P220	BRIDGE INSPECTION PROGRAM	16,700,558	12,300,558	4,400,000	1,600,000	0	1,400,000	0	1,400,000	0
207P237	BRDG 140 - PINEY GROVE RD	3,800,000	600,000	3,200,000	200,000	0	3,000,000	0	0	0
207P271	BRIDGE NO. 425 - WARREN ROAD	3,055,454	2,655,454	400,000	400,000	0	0	0	0	0
207P276	BRIDGE NO. 409 GUNPOWDER ROAD	1,600,000	1,300,000	300,000	300,000	0	0	0	0	0
207P278	BRIDGE NO. 119 PENINSULA HIGHWAY	19,280,000	7,600,000	11,680,000	1,680,000	0	0	0	10,000,000	0
207P279	BRIDGE NO. 113 LANSLOWNE BOULEVARD	2,370,000	70,000	2,300,000	0	0	2,300,000	0	0	0
207P280	BRIDGE NO. 100 HAMMONDS FERRY ROAD	5,000,000	3,170,000	1,830,000	1,830,000	0	0	0	0	0
207P281	BRIDGE NO. B-0132 ROSSVILLE BOULEVARD	5,050,000	250,000	4,800,000	0	0	4,800,000	0	0	0
TOTAL:		147,490,827	99,191,827	48,299,000	11,649,000	0	18,875,000	0	17,775,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

208 REFUSE DISPOSAL

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
208P002	TEXAS LANDFILL/RESOURCE RECOVERY AREA	2,722,536	2,372,536	350,000	350,000	0	0	0	0	0
208P003	Western Acceptance Facility	870,000	0	870,000	870,000	0	0	0	0	0
208P005	HERNWOOD LANDFILL	23,477,340	21,002,340	2,475,000	825,000	0	825,000	0	825,000	0
208P006	PARKTON SANITARY LANDFILL	6,403,505	4,078,505	2,325,000	775,000	0	775,000	0	775,000	0
208P010	EASTERN SANITARY LANDFILL	65,883,419	46,583,419	19,300,000	12,500,000	0	3,400,000	0	3,400,000	0
TOTAL:		99,356,800	74,036,800	25,320,000	15,320,000	0	5,000,000	0	5,000,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

209 COMMUNITY COLLEGE

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
209P002	STORMWATER MANAGEMENT	3,275,000	0	3,275,000	425,000	0	2,000,000	0	850,000	0
209P007	ROOF REPAIR/REPLACEMENT	16,806,500	10,364,500	6,442,000	850,000	700,000	2,182,000	685,000	2,025,000	0
209P098	ADA ALTERATIONS	3,425,000	3,150,000	275,000	225,000	0	25,000	0	25,000	0
209P100	CAPITAL MAINTENANCE & RENOVATIONS	53,887,750	44,137,750	9,750,000	3,250,000	0	3,000,000	0	3,500,000	0
209P102	ASBESTOS ABATEMENT	6,401,627	6,326,627	75,000	25,000	0	25,000	0	25,000	0
209P103	CATONSVILLE-RENOVATIONS/ ADDITIONS	67,971,092	45,259,592	22,711,500	2,561,500	1,500,000	17,150,000	1,000,000	500,000	0
209P104	ESSEX - RENOVATIONS/ ADDITIONS	103,780,054	68,653,554	35,126,500	9,321,000	1,055,500	3,750,000	0	16,000,000	5,000,000
209P105	DUNDALK - RENOVATIONS/ ADDITIONS	11,020,112	3,923,782	7,096,330	4,197,830	2,417,500	131,000	0	350,000	0
209P106	POWER PLANT MODERNIZATION - ALL	18,103,670	8,545,000	9,558,670	1,658,670	0	1,650,000	1,650,000	4,600,000	0
TOTAL:		284,670,805	190,360,805	94,310,000	22,514,000	5,673,000	29,913,000	3,335,000	27,875,000	5,000,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

210 GENERAL GOVERNMENT BUILDINGS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
210P018	ENHANCED PRODUCTIVITY THRU TECHNOLOGY	144,134,788	98,335,042	45,799,746	10,799,746	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
210P036	NEW BUILDINGS, REPAIR, RENOVATIONS, MINOR ADDNS	327,798,260	266,481,260	61,317,000	27,817,000	0	16,750,000	0	16,750,000	0
210P055	ADA ALTERATIONS	2,488,761	2,188,761	300,000	100,000	0	100,000	0	100,000	0
210P065	HEALTH/ENVIRONMENT HAZARD REMEDIATION	3,528,832	2,928,832	600,000	200,000	0	200,000	0	200,000	0
210P069	REVENUE AUTHORITY CAPITAL PROJECTS AND MAINTENANCE	14,850,000	6,850,000	8,000,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
210P601	LIBRARY CAPITAL MAINTENANCE & RENOVATIONS	35,304,398	24,213,926	11,090,472	7,190,472	0	1,950,000	0	1,950,000	0
210P701	SENIOR CENTER CAPITAL IMPROVEMENTS	12,125,000	1,450,000	10,675,000	8,675,000	0	1,000,000	0	1,000,000	0
210P708	NORTH COUNTY SENIOR CENTER	3,000,000	0	3,000,000	3,000,000	0	0	0	0	0
TOTAL:		543,230,039	402,447,821	140,782,218	60,782,218	8,000,000	28,000,000	8,000,000	28,000,000	8,000,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

212 PARKS, PRESERVATION AND GREENWAYS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
212P016	NEIGHBORS SPACE	1,671,455	1,131,455	540,000	140,000	0	200,000	0	200,000	0
212P301	RECREATION FACILITY RENOVATIONS	32,613,832	23,283,832	9,330,000	7,130,000	0	1,100,000	0	1,100,000	0
212P302	ATHLETIC FIELD CONSTRUCTION/ RENOVATION	61,302,350	52,777,350	8,525,000	5,425,000	0	1,450,000	0	1,650,000	0
212P307	COMMUNITY/NEIGHBORHOOD PARK DVLPMNT	131,187,343	63,110,132	68,077,211	54,077,211	0	6,950,000	0	7,050,000	0
212P309	GREENWAYS/STREAM VALLEYS/ TRAILS DVLP.	6,894,192	3,644,192	3,250,000	2,000,000	0	625,000	0	625,000	0
212P601	PARK & RECREATION FACILITY ACQUISITION	62,742,759	41,892,759	20,850,000	6,450,000	0	7,100,000	0	7,300,000	0
212P755	PARK & RECREATION CENTER ACCESSIBILITY	1,644,572	1,094,572	550,000	500,000	0	25,000	0	25,000	0
TOTAL:		298,056,503	186,934,292	111,122,211	75,722,211	0	17,450,000	0	17,950,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

213 SCHOOLS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
213P004	FUEL TANK REPLACEMENTS	7,484,942	6,966,537	518,405	18,405	0	250,000	0	250,000	0
213P011	ADA ALTERATIONS	10,526,058	7,034,640	3,491,418	1,991,418	0	750,000	0	750,000	0
213P116	KITCHEN EQUIPMENT UPGRADES	16,329,413	10,673,388	5,656,025	2,156,025	0	1,500,000	0	2,000,000	0
213P117	TRANSPORTATION IMPROVEMENTS	22,560,204	16,984,607	5,575,597	2,075,597	0	1,500,000	0	2,000,000	0
213P200	HIGH SCHOOLS NEW, SYSTEMIC RENOV., MODS. AND ADDNS.	413,113,165	260,413,165	152,700,000	2,700,000	0	150,000,000	0	0	0
213P204	NW AREA NEW CONSTRUCTION, ADDITIONS, AND RENOVATIONS	126,118,287	85,295,000	40,823,287	40,823,287	0	0	0	0	0
213P207	NE AREA NEW CONSTRUCTION, ADDITIONS, AND RENOV.	155,660,997	145,644,000	10,016,997	10,016,997	0	0	0	0	0
213P210	LANSDOWNE HIGH SCHOOL - REPLACEMENT	82,577,000	15,000,000	67,577,000	67,577,000	0	0	0	0	0
213P665	MAJOR MAINTENANCE	576,275,812	355,328,408	220,947,404	26,947,404	0	26,000,000	0	168,000,000	0
213P666	ALTERATIONS AND CODE UPDATES	33,090,714	28,724,597	4,366,117	366,117	0	2,000,000	0	2,000,000	0
213P671	ROOF REHABILITATION	213,832,095	148,891,001	64,941,094	29,941,094	0	15,000,000	0	20,000,000	0
213P672	SITE IMPROVEMENTS	72,489,035	45,182,612	27,306,423	19,306,423	0	3,000,000	0	5,000,000	0
TOTAL:		1,730,057,722	1,126,137,955	603,919,767	203,919,767	0	200,000,000	0	200,000,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

217 LAND PRESERVATION

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
217P001	AGRICULTURE PRESERVATION	57,505,599	41,125,599	16,380,000	4,660,000	0	5,360,000	0	6,360,000	0
217P002	RURAL LEGACY	19,380,227	18,530,227	850,000	650,000	0	100,000	0	100,000	0
TOTAL:		76,885,826	59,655,826	17,230,000	5,310,000	0	5,460,000	0	6,460,000	0



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

218 COMMUNITY IMPROVEMENTS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
218P009	DUNDALK HERITAGE TRAIL & PARK	2,740,337	1,240,337	1,500,000	1,500,000	0	0	0	0	0
218P035	ECONOMIC DEVELOP FINANCING FUND	130,207,940	99,431,165	30,776,775	8,836,192	8,740,583	3,300,000	3,300,000	3,300,000	3,300,000
218P050	NEGLECTED PROPERTY COMMUNITY FUND	500,000	0	500,000	500,000	0	0	0	0	0
218P100	COUNTYWIDE IMPROVEMENTS	122,325,656	112,590,656	9,735,000	1,735,000	0	4,000,000	0	4,000,000	0
TOTAL:		255,773,933	213,262,158	42,511,775	12,571,192	8,740,583	7,300,000	3,300,000	7,300,000	3,300,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

220 FIRE DEPARTMENT BUILDINGS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
220P045	VOLUNTEER FIRE CO GRANT FUND	28,085,229	21,585,229	6,500,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
220P046	SPARROWS POINT FIRE STATION AND POLICE SUBSTATION	16,000,000	0	16,000,000	16,000,000	0	0	0	0	0
220P054	FIRE FACILITY CAPITAL IMPROVEMENTS	12,929,000	2,800,000	10,129,000	6,629,000	0	2,000,000	0	1,500,000	0
TOTAL:		57,014,229	24,385,229	32,629,000	24,129,000	1,000,000	3,000,000	1,000,000	2,500,000	1,000,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

221 WATERWAY IMPROVEMENT FUND

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
221P100	WATERSHED RESTORATION	9,272,146	6,482,146	2,790,000	2,040,000	0	375,000	0	375,000	0
221P106	LOWER GUNPOWDER WATERSHED RESTORATION	5,586,011	5,186,011	400,000	0	0	200,000	0	200,000	0
221P110	PATAPSCO WATERSHED RESTORATION	684,582	384,582	300,000	0	0	150,000	0	150,000	0
221P111	GWYNNNS FALLS WATERSHED RESTORATION	8,399,864	7,316,864	1,083,000	653,000	0	215,000	0	215,000	0
221P112	JONES FALLS WATERSHED RESTORATION	5,164,014	4,464,014	700,000	0	0	350,000	0	350,000	0
221P200	ENVIRONMENTAL MANAGEMENT	9,757,067	8,537,067	1,220,000	0	0	610,000	0	610,000	0
221P400	STORMWATER - RESTORATION AND RETROFIT	135,327,448	74,212,448	61,115,000	20,115,000	2,000,000	17,500,000	2,000,000	17,500,000	2,000,000
221P401	STORMWATER - PLANNING & MONITORING	9,824,416	5,324,416	4,500,000	1,500,000	0	1,500,000	0	1,500,000	0
221P402	STORMWATER - SUSTAINABILITY	10,007,300	5,671,300	4,336,000	2,336,000	0	1,000,000	0	1,000,000	0
221P900	COMMUNITY CONSERVATION WTRWAY IMPRVMTS	3,944,508	3,744,508	200,000	0	0	100,000	0	100,000	0
TOTAL:		197,967,356	121,323,356	76,644,000	26,644,000	2,000,000	22,000,000	2,000,000	22,000,000	2,000,000



EXHIBIT "J"
APPROPRIATION SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

STAGE 4

230 POLICE DEPARTMENT BUILDINGS

PROJ NO.	TITLE	TOTAL ESTIMATED COST	PRIOR AUTHOR- IZATIONS	TOTAL FOR 6YR PROGRAM	BUDGET YEAR 2022	-----FIVE YEAR CAPITAL PROGRAM-----				
						FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
230P013	POLICE FACILITY CAPITAL IMPROVEMENTS	7,250,000	2,500,000	4,750,000	1,250,000	0	2,000,000	0	1,500,000	0
230P020	WILKENS PRECINCT - REPLACEMENT	10,000,000	3,000,000	7,000,000	7,000,000	0	0	0	0	0
TOTAL:		17,250,000	5,500,000	11,750,000	8,250,000	0	2,000,000	0	1,500,000	0



EXHIBIT "K"

SOURCE OF FUNDING SUMMARY

CAPITAL BUDGET FY 2022

CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
METROPOLITAN DISTRICT FUND							
METRO - COUNTY FUNDS							
9351R - METRO CONSTRUCTION FUND	165,000,000	20,000,000	26,000,000	24,000,000	33,000,000	31,000,000	31,000,000
9451R - METRO BONDS	1,386,448,000	426,620,000	0	531,414,000	0	428,414,000	0
9459R - REALLOCATED METRO BONDS	17,241,000	17,241,000	0	0	0	0	0
9645R - METRO DEBT PREMIUM	22,529,835	22,529,835	0	0	0	0	0
TOTAL METRO - COUNTY FUNDS	1,591,218,835	486,390,835	26,000,000	555,414,000	33,000,000	459,414,000	31,000,000
METRO - NON COUNTY FUNDS							
9674R - HOWARD COUNTY	12,000,000	4,000,000	0	4,000,000	0	4,000,000	0
9675R - ANNE ARUNDEL COUNTY	6,000,000	2,000,000	0	2,000,000	0	2,000,000	0
9680R - MD WATER QUALITY REV LOAN	27,000,000	9,000,000	0	9,000,000	0	9,000,000	0
9683R - BWI AIRPORT	900,000	300,000	0	300,000	0	300,000	0
TOTAL METRO - NON COUNTY FUNDS	45,900,000	15,300,000	0	15,300,000	0	15,300,000	0
TOTAL METRO SYSTEMS	1,637,118,835	501,690,835	26,000,000	570,714,000	33,000,000	474,714,000	31,000,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022

CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
CPI - COUNTY FUNDS							
9331R - GENERAL FUNDS	130,149,828	53,209,245	19,740,583	14,300,000	14,300,000	14,300,000	14,300,000
9339R - REALLOCATED GENERAL FUNDS	1,000,000	1,000,000	0	0	0	0	0
9441R - CURRENT/FUTURE G O BONDS	1,064,750,000	394,990,000	0	334,880,000	0	334,880,000	0
9449R - REALLOCATED G O BONDS	1,919,767	1,919,767	0	0	0	0	0
9640R - DEBT PREMIUM	19,293,243	19,293,243	0	0	0	0	0
9670R - AGRICULTURAL PRES TAX	1,380,000	460,000	0	460,000	0	460,000	0
9671R - LOCAL OPEN SPACE WAIVER FEE	1,470,000	70,000	0	700,000	0	700,000	0
9685R - REALLOCATED LOS WAIVER	409,558	409,558	0	0	0	0	0
9690R - REFORESTATION WAIVER FEE	1,051,000	1,051,000	0	0	0	0	0
TOTAL CPI - COUNTY FUNDS	1,221,423,396	472,402,813	19,740,583	350,340,000	14,300,000	350,340,000	14,300,000
CPI - NON COUNTY FUNDS							
9119R - FEDERAL/STATE AID	22,014,000	1,734,000	0	10,180,000	0	10,100,000	0
9224R - PROGRAM OPEN SPACE	36,100,000	7,700,000	0	14,000,000	0	14,400,000	0
9226R - ST WATERWAY IMPROVE FUND	40,000	40,000	0	0	0	0	0
9229R - STATE AID	65,983,000	27,947,000	5,673,000	13,033,000	3,335,000	10,995,000	5,000,000
9234R - REALLOCATED OPEN SPACE	1,842,653	1,842,653	0	0	0	0	0
9560R - DEVELOPERS RESPONSIBILITY	3,300,000	1,100,000	0	1,100,000	0	1,100,000	0
9677R - STUDENT FEES	800,000	800,000	0	0	0	0	0
9678R - DONATIONS	700,000	300,000	0	200,000	0	200,000	0
9679R - OTHER	9,924,922	8,724,922	0	550,000	0	650,000	0
TOTAL CPI - NON COUNTY FUNDS	140,704,575	50,188,575	5,673,000	39,063,000	3,335,000	37,445,000	5,000,000
OTAL CONSOLIDATED PUBLIC IMPROVEMENT FUND	1,362,127,971	522,591,388	25,413,583	389,403,000	17,635,000	387,785,000	19,300,000
GRAND TOTAL	2,999,246,806	1,024,282,223	51,413,583	960,117,000	50,635,000	862,499,000	50,300,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
201 - SEWER SYSTEM							
9351R - METRO CONSTRUCTION FUND	165,000,000	20,000,000	26,000,000	24,000,000	33,000,000	31,000,000	31,000,000
9451R - METRO BONDS	818,300,000	221,100,000	0	350,100,000	0	247,100,000	0
9459R - REALLOCATED METRO BONDS	17,241,000	17,241,000	0	0	0	0	0
9645R - METRO DEBT PREMIUM	22,529,835	22,529,835	0	0	0	0	0
9674R - HOWARD COUNTY	12,000,000	4,000,000	0	4,000,000	0	4,000,000	0
9675R - ANNE ARUNDEL COUNTY	6,000,000	2,000,000	0	2,000,000	0	2,000,000	0
9680R - MD WATER QUALITY REV LOAN	9,000,000	3,000,000	0	3,000,000	0	3,000,000	0
9683R - BWI AIRPORT	900,000	300,000	0	300,000	0	300,000	0
TOTAL 201 - SEWER SYSTEM	1,050,970,835	290,170,835	26,000,000	383,400,000	33,000,000	287,400,000	31,000,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
203 - WATER SYSTEM							
9451R - METRO BONDS	568,148,000	205,520,000	0	181,314,000	0	181,314,000	0
9680R - MD WATER QUALITY REV LOAN	18,000,000	6,000,000	0	6,000,000	0	6,000,000	0
TOTAL 203 - WATER SYSTEM	586,148,000	211,520,000	0	187,314,000	0	187,314,000	0



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
204 - STORM DRAINS								
9331R - GENERAL FUNDS	1,425,000	1,425,000	0	0	0	0	0	
9441R - CURRENT/FUTURE G O BONDS	21,050,000	7,350,000	0	6,850,000	0	6,850,000	0	
TOTAL 204 - STORM DRAINS	22,475,000	8,775,000	0	6,850,000	0	6,850,000	0	



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
205 - STREETS AND HIGHWAYS								
9229R - STATE AID	1,500,000	500,000	0	500,000	0	500,000	0	
9331R - GENERAL FUNDS	6,100,000	6,100,000	0	0	0	0	0	
9441R - CURRENT/FUTURE G O BONDS	124,235,000	39,305,000	0	41,955,000	0	42,975,000	0	
9560R - DEVELOPERS RESPONSIBILITY	3,300,000	1,100,000	0	1,100,000	0	1,100,000	0	
TOTAL 205 - STREETS AND HIGHWAYS	135,135,000	47,005,000	0	43,555,000	0	44,575,000	0	



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
207 - BRIDGES, CULVERTS AND GRADE SEPARATIONS								
9119R - FEDERAL/STATE AID	22,014,000	1,734,000	0	10,180,000	0	10,100,000		0
9229R - STATE AID	3,520,000	1,280,000	0	1,120,000	0	1,120,000		0
9331R - GENERAL FUNDS	300,000	300,000	0	0	0	0		0
9441R - CURRENT/FUTURE G O BONDS	22,465,000	8,335,000	0	7,575,000	0	6,555,000		0
TOTAL 207 - BRIDGES, CULVERTS AND GRADE SEPARATIONS	48,299,000	11,649,000	0	18,875,000	0	17,775,000		0



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
208 - REFUSE DISPOSAL								
9441R - CURRENT/FUTURE G O BONDS	25,000,000	15,000,000	0	5,000,000	0	5,000,000	0	
9640R - DEBT PREMIUM	320,000	320,000	0	0	0	0	0	
TOTAL 208 - REFUSE DISPOSAL	25,320,000	15,320,000	0	5,000,000	0	5,000,000	0	



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
209 - COMMUNITY COLLEGE								
9229R - STATE AID	39,010,000	4,214,000	5,673,000	11,413,000	3,335,000	9,375,000	5,000,000	
9441R - CURRENT/FUTURE G O BONDS	54,500,000	17,500,000	0	18,500,000	0	18,500,000	0	
9677R - STUDENT FEES	800,000	800,000	0	0	0	0	0	
TOTAL 209 - COMMUNITY COLLEGE	94,310,000	22,514,000	5,673,000	29,913,000	3,335,000	27,875,000	5,000,000	



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
210 - GENERAL GOVERNMENT BUILDINGS							
9229R - STATE AID	3,500,000	3,500,000	0	0	0	0	0
9331R - GENERAL FUNDS	58,465,296	18,465,296	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
9339R - REALLOCATED GENERAL FUNDS	1,000,000	1,000,000	0	0	0	0	0
9441R - CURRENT/FUTURE G O BONDS	60,000,000	20,000,000	0	20,000,000	0	20,000,000	0
9640R - DEBT PREMIUM	12,942,000	12,942,000	0	0	0	0	0
9679R - OTHER	4,874,922	4,874,922	0	0	0	0	0
TOTAL 210 - GENERAL GOVERNMENT BUILDINGS	140,782,218	60,782,218	8,000,000	28,000,000	8,000,000	28,000,000	8,000,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
212 - PARKS, PRESERVATION AND GREENWAYS							
9224R - PROGRAM OPEN SPACE	36,100,000	7,700,000	0	14,000,000	0	14,400,000	0
9229R - STATE AID	13,250,000	13,250,000	0	0	0	0	0
9234R - REALLOCATED OPEN SPACE	1,842,653	1,842,653	0	0	0	0	0
9331R - GENERAL FUNDS	7,268,757	7,268,757	0	0	0	0	0
9441R - CURRENT/FUTURE G O BONDS	39,000,000	35,000,000	0	2,000,000	0	2,000,000	0
9640R - DEBT PREMIUM	6,031,243	6,031,243	0	0	0	0	0
9671R - LOCAL OPEN SPACE WAIVER FEE	1,470,000	70,000	0	700,000	0	700,000	0
9678R - DONATIONS	700,000	300,000	0	200,000	0	200,000	0
9679R - OTHER	5,050,000	3,850,000	0	550,000	0	650,000	0
9685R - REALLOCATED LOS WAIVER	409,558	409,558	0	0	0	0	0
TOTAL 212 - PARKS, PRESERVATION AND GREENWAYS	111,122,211	75,722,211	0	17,450,000	0	17,950,000	0



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	
213 - SCHOOLS								
9229R - STATE AID	2,000,000	2,000,000	0	0	0	0	0	
9441R - CURRENT/FUTURE G O BONDS	600,000,000	200,000,000	0	200,000,000	0	200,000,000	0	
9449R - REALLOCATED G O BONDS	1,919,767	1,919,767	0	0	0	0	0	
TOTAL 213 - SCHOOLS	603,919,767	203,919,767	0	200,000,000	0	200,000,000	0	



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
217 - LAND PRESERVATION							
9331R - GENERAL FUNDS	850,000	850,000	0	0	0	0	0
9441R - CURRENT/FUTURE G O BONDS	15,000,000	4,000,000	0	5,000,000	0	6,000,000	0
9670R - AGRICULTURAL PRES TAX	1,380,000	460,000	0	460,000	0	460,000	0
TOTAL 217 - LAND PRESERVATION	17,230,000	5,310,000	0	5,460,000	0	6,460,000	0



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
218 - COMMUNITY IMPROVEMENTS							
9331R - GENERAL FUNDS	32,011,775	10,071,192	8,740,583	3,300,000	3,300,000	3,300,000	3,300,000
9441R - CURRENT/FUTURE G O BONDS	10,500,000	2,500,000	0	4,000,000	0	4,000,000	0
TOTAL 218 - COMMUNITY IMPROVEMENTS	42,511,775	12,571,192	8,740,583	7,300,000	3,300,000	7,300,000	3,300,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
220 - FIRE DEPARTMENT BUILDINGS							
9331R - GENERAL FUNDS	11,129,000	6,129,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
9441R - CURRENT/FUTURE G O BONDS	21,500,000	18,000,000	0	2,000,000	0	1,500,000	0
TOTAL 220 - FIRE DEPARTMENT BUILDINGS	32,629,000	24,129,000	1,000,000	3,000,000	1,000,000	2,500,000	1,000,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
221 - WATERWAY IMPROVEMENT FUND							
9226R - ST WATERWAY IMPROVE FUND	40,000	40,000	0	0	0	0	0
9229R - STATE AID	3,153,000	3,153,000	0	0	0	0	0
9331R - GENERAL FUNDS	12,400,000	2,400,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
9441R - CURRENT/FUTURE G O BONDS	60,000,000	20,000,000	0	20,000,000	0	20,000,000	0
9690R - REFORESTATION WAIVER FEE	1,051,000	1,051,000	0	0	0	0	0
TOTAL 221 - WATERWAY IMPROVEMENT FUND	76,644,000	26,644,000	2,000,000	22,000,000	2,000,000	22,000,000	2,000,000



EXHIBIT "K"
SOURCE OF FUNDING SUMMARY
CAPITAL BUDGET FY 2022
CAPITAL IMPROVEMENT PROGRAM FY 2023 - FY 2027

	TOTAL FOR 6 YR PROGRAM	BUDGET YEAR 2022	FIVE YEAR CAPITAL IMPROVEMENT PROGRAM				
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
230 - POLICE DEPARTMENT BUILDINGS							
9229R - STATE AID	50,000	50,000	0	0	0	0	0
9331R - GENERAL FUNDS	200,000	200,000	0	0	0	0	0
9441R - CURRENT/FUTURE G O BONDS	11,500,000	8,000,000	0	2,000,000	0	1,500,000	0
TOTAL 230 - POLICE DEPARTMENT BUILDINGS	11,750,000	8,250,000	0	2,000,000	0	1,500,000	0

APPENDIX

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- **Appendix A** Owings Mills Town Center
Development
 - **Appendix B** New Performance Metrics
-



APPENDIX A

Owings Mills Town Center Development

(For Information Purposes Only)

The Owings Mills Town Center Development District, established in November 2010 (South Parcel) and then expanded in December 2013 (North Parcel), is the first and only special taxing district ever created in Baltimore County. The property, which is within one-half mile of the Owings Mills subway station, can be designated a “transit-oriented development” pursuant to the 2009 Maryland Mass Transit Act. As such, it can qualify for “tax increment financing” through the “Special Tax District” Act. The Maryland Mass Transit Administration (MTA) continues to own the property, but it is now taxable due to the MTA’s long-term lease with the project developer. FY 2016 was the first year in which tax increment financing was needed to pay the debt on bonds issued by the Maryland Economic Development Corporation (MEDCO) on behalf of the project.

Baltimore County has created a special tax increment fund into which property taxes on real property in the development district will be paid and the County is authorized to pledge amounts in that fund to secure one or more series of bonds issued by MEDCO in an aggregate principal amount not to exceed \$135 million. The rising assessments and tax dollars tied to new development in the District will provide funding to pay the debt service. If the additional money generated by the higher assessments is not sufficient to cover the debt service, then the County is authorized to levy a Special Tax A on the taxable properties in the district according to the property class (hotel, office, residential or retail). In addition, new improvements such as public infrastructure, parking garages, and repairs will be needed. Therefore, the County is also authorized to levy a Special Tax B to cover the Operating & Maintenance costs of the District. The rates for Special Tax B also will vary based on the property class of the developed property or undeveloped property.

There are maximums for the Tax A and Tax B rates. The annual debt service is scheduled to increase by two percent each year. As a result, the Maximum Special Tax A must also increase by two percent each year. The Maximum Special Tax B can increase by the increase in the Consumer Price Index. The tax revenues collected from the District will continue to be dedicated to this purpose until the earlier of 40 years or until the bonds are repaid. After that time, Special Taxes A & B will end and the County will receive the taxes generated by the higher assessments.

The following charts provide the FY2022 revenues and expenditures for the District. Chart 1 shows the Assessed Values in the District, which is divided into 13 parcels, while Chart 2 shows the Tax Increment Revenues for the District (\$1,069,572). The top of Chart 3 provides the FY2022 budget for the District’s Debt Service and the bottom shows the \$824,000 that must be generated by Tax A (Budget \$1,943,521 – Total Revenues \$1,119,521 = \$824,000 additional revenues needed). Chart 4 presents the Operating & Maintenance costs for FY 2018 through 2022, plus the sources of revenue for Tax B.



Owings Mills Town Center Special Taxing District

**Chart 1 - Assessed Values
Fiscal Year 2021-2022**

Tax Parcel No.	Classification	Taxing Status	Property Land Acres	Use/ class	7/1/2021 Assessed Value	Taxable Portion	County Tax Rate (Per \$100 AV)	FY21-22 County Tax
<u>South Parcel</u>								
8976	Undeveloped	Exempt	14.450	Commercial & Residential	\$5,068,800	\$0	\$1.10	\$0
8977	Developed	Exempt	2.630	Parking	\$33,966,800	\$0	\$1.10	\$0
8978	Developed	Exempt	1.960	Parking	\$31,738,900	\$0	\$1.10	\$0
8979	Developed	Exempt	0.591	College & Library	\$18,423,100	\$0	\$1.10	\$0
8980	Undeveloped	Exempt	3.570	Roadways	\$1,782,500	\$0	\$1.10	\$0
9377	Developed	Taxable	1.630	Commercial	\$25,925,267	\$25,925,267	\$1.10	\$285,178
9378	Developed	Taxable	1.179	Commercial & Residential	\$21,930,067	\$21,930,067	\$1.10	\$241,231
9379	Developed	Taxable	0.995	Commercial & Residential	\$21,930,133	\$21,930,133	\$1.10	\$241,231
9380	Undeveloped	Exempt	0.731	Commercial	\$219,300	\$0	\$1.10	\$0
13876	Undeveloped	Exempt	1.613	Commercial	\$604,600	\$0	\$1.10	\$0
14852	Undeveloped	Exempt	2.529	Commercial	\$948,300	\$0	\$1.10	\$0
14853	Developed	Taxable	1.078	Commercial	\$27,448,367	\$27,448,367	\$1.10	\$301,932
				Co. Discount			1.0%	-\$10,696
Total South Parcel			32.956		\$189,986,134	\$97,233,834		\$1,058,876
<u>North Parcel</u>								
0508	Undeveloped	Taxable	12.93	Commercial & Residential	\$4,848,700	\$0	\$1.10	\$0
Total South & North Parcel			45.886		\$194,834,834	\$97,233,834	\$1.10	\$1,058,876



Chart 2 - Tax Increment Revenues

Fiscal Year 2021 - 2022

	South Parcel	North Parcel	Total
Base year assessed value (January 1, 2011)	\$0	\$0	\$0
Phased-in FY 20201-2022 Assessed Value	\$189,986,134	\$4,848,700	\$194,834,834
<i>Less exempt property assessed value</i>	-\$92,752,300	-\$4,848,700	-\$97,601,000
Incremental assessed value	\$97,233,834	\$0	\$97,233,834
Estimated County property tax rate FY21-FY22 (per \$100 of Assessed Value)	\$1.10	\$1.10	\$1.10
Estimated tax increment revenues FY21-FY22	\$1,069,572	\$0	\$1,069,573

Chart 3 - Special Tax A Requirement

Fiscal Year 2021-2022

	Total
Debt Service	
Interest	\$1,358,194
Principal	\$450,000
Administrative Expense Budget FY21-22	\$80,864
Contingency	\$54,463
Total Expenses	\$1,943,521
Estimated Tax Increment Revenues	
South Parcel	-\$1,058,876
North Parcel	\$0
Total Tax increment revenues	-\$1,058,876
Interest Income	-\$546
Use of Prior Year Surplus	-\$60,099
Total Revenues/ Resources	-\$1,119,521
Special Tax A Requirement	\$824,000



Chart 4 - Tax B Expense & Revenues
Fiscal Year 2018 - 2022

	FY 2018 Budget	FY 2019 Budget	FY2020 Budget	FY 2021 Budget	FY 2022 Budget
Operating & Maintenance Costs:					
Insurance Expense	\$24,524	\$29,147	\$41,871	\$45,321	\$50,543
Payroll Expense	\$30,309	\$25,061	\$24,428	\$33,209	\$22,281
General & Administrative	\$91,013	\$87,706	\$79,389	\$77,785	\$116,140
Utilities	\$59,068	\$57,339	\$54,030	\$55,184	\$55,630
Repairs & Maintenance	\$107,676	\$79,659	\$81,053	\$81,293	\$105,568
Personal Property Tax	\$300	\$300	\$300	\$378	\$315
Total O & M Costs	\$312,890	\$279,212	\$281,072	\$293,170	\$350,477
Capital Reserve 15%	\$46,934	\$41,882	\$42,161	\$43,976	\$52,571
Contingency	\$6,258	\$5,584	\$5,621	\$5,823	\$7,010
Less Prior Year Surplus/ Deficit	\$23,488	-\$53,325	-\$1,053	\$0	\$41,639
Special Tax B Requirement	\$389,570	\$273,353	\$327,801	\$343,009	\$451,697



SPECIAL DISTRICT TERMS

What does the term transit-oriented development mean? The term “transit-oriented development” or “TOD” generally refers to real estate development within walking distance of a transit station that is designed to increase transit ridership and reduce reliance on automobiles. To achieve these goals, TODs tend to be dense developments that include a mix of commercial, retail and housing uses assembled in a way that is pedestrian and bike friendly. By bringing mixed-uses together around transit stations, TOD enables citizens to live, work and play within an easy walk to transit. In sum, the development is “oriented” toward the transit station and transit ridership.

What is tax increment financing (TIF)? Tax Increment Financing is generally used as an economic development tool to finance improvements needed for a project to move forward. A TIF is a bond that is used to fund public improvements (e.g. roads, garages, parks) and that is repaid or paid out of the increased local real estate tax revenues (the “tax increment”) generated by the creation of a project. For example, a State-owned parking lot generates zero real estate taxes for a local government. However, if ownership of the parking lot is transferred from the State to a developer through a sale or long-term lease of the property, then the property becomes taxable and generates a new stream of tax revenues (the “tax increment”).

A TIF bond allows the local government to finance construction of the needed public infrastructure up front while using the new tax increment in the future to pay back the bond debt. It is a flexible tool that is beneficial to local governments because it is not credited toward the local government’s direct debt cap and it is not guaranteed by the local government. Therefore, a TIF does not directly affect the localities ability to borrow money for other projects and a default of a TIF bond does not require the government to pay back the debt. The investor in a TIF bond bears the risk. Finally, TIFs are only used when a project would not proceed without it (this is called the “but for” test). Because TIFs are funded with a tax increment that would not have existed “but for” the TIF and the resulting project, they do not divert existing or even potential tax revenue from the locality’s general fund.

What is a Special Taxing District? A special taxing district is an area defined by the local government where a new tax is assessed to businesses and perhaps other properties and the revenue generated by the new tax is dedicated to a particular use within the district. Special taxing districts can be used in several ways: (1) to fund directly capital construction of public infrastructure at a TOD; (2) to provide revenue or security for the repayment of a bond; and/or (3) fund operating and maintenance costs such as management contract costs, utilities, cleaning, snow removal, and security services within the defined district.



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
030	Department of Health	Number of individuals receiving naloxone training	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of naloxone kits distributed	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of decline in overdose deaths	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of encounters with syringe services participants	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of syringe services participants referred to substance use treatment	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Percentage of syringe services participants linked to substance use treatment	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of reach calls received	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of engagements with individuals with SUD	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of referrals made to treatment/services	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of individuals served in recovery housing	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of bed nights utilized in recovery housing	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of overdose deaths	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of inmate patients screened with substance use disorder	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of inmate patients receiving Medicated Assisted Treatment (MAT) services	Goal 1: Vibrant Communities	Addiction (Opioids)
030	Department of Health	Number of overdose fatality rates within one year of release	Goal 1: Vibrant Communities	Addiction (Opioids)
015	Police Department	Number of cases by Vice/Narcotics	Goal 1: Vibrant Communities	Addiction (Opioids)
015	Police Department	Number of cases cleared	Goal 1: Vibrant Communities	Addiction (Opioids)
008	Department of Corrections	Number of visitors accommodated	Goal 1: Vibrant Communities	Community
008	Department of Corrections	Number of inmates completing detox program	Goal 1: Vibrant Communities	Community
008	Department of Corrections	Number of inmates provided mental health services	Goal 1: Vibrant Communities	Community
052	Economic & Workforce Development	Number of individuals served at all locations	Goal 1: Vibrant Communities	Community
052	Economic & Workforce Development	Number served in pilots with Special Grant funds	Goal 1: Vibrant Communities	Community
017	Permits, Approvals and Inspections	Number of community rat treatments	Goal 1: Vibrant Communities	Community
015	Police Department	Number of presentations/activities	Goal 1: Vibrant Communities	Community
025	Property Management	Number of renovation projects	Goal 1: Vibrant Communities	Community
025	Property Management	Number of replacement projects	Goal 1: Vibrant Communities	Community
025	Property Management	Number of new construction projects	Goal 1: Vibrant Communities	Community
025	Property Management	Percentage of playground tasks completed	Goal 1: Vibrant Communities	Community
025	Property Management	Percentage of natural/artificial turf tasks completed	Goal 1: Vibrant Communities	Community
025	Property Management	Percentage of ball diamond tasks completed	Goal 1: Vibrant Communities	Community
025	Property Management	Percentage of mowing tasks completed	Goal 1: Vibrant Communities	Community
025	Property Management	Percentage of work requiring follow-ups	Goal 1: Vibrant Communities	Community
025	Property Management	Percentage of work completed on-time	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of volunteer registrants credentialed	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of overall programs facilitated	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of nature programs facilitated	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of registrants for TR programs	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of overall registrants	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of pavilion reservations	Goal 1: Vibrant Communities	Community
039	Recreation & Parks	Number of special events	Goal 1: Vibrant Communities	Community
038	University of MD Extension	Number of general public outreach efforts	Goal 1: Vibrant Communities	Community
038	University of MD Extension	Number of volunteer hours under the Master Gardener Program	Goal 1: Vibrant Communities	Community
012	Department of Planning	Percentage of commercial revitalization action grants funds awarded versus budget	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Amount of tax credits awarded in commercial revitalization districts	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Percentage of residential permits inside URDL versus outside	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Number of architect-on-call hours utilized	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Amount of State funds awarded in sustainable community designations	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Number of plans reviewed	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Number of permits reviewed	Goal 1: Vibrant Communities	Economic Development
012	Department of Planning	Amount of county historic tax credits awarded	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Total value of outstanding loans to county/regional businesses	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of outstanding county/Regional loans	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	New loans executed in fiscal year	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	New loan inquiries and applications serviced in fiscal year	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of businesses receiving concierge services	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of events to increase visibility, awareness, and promotion of Baltimore county	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of talent services provided to businesses	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of client meetings providing business counseling services	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of small business workshops & outreach events	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of small business resource workshop clients	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of partners in Tourism activities such as restaurant week and Arts & Entert	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of grants awarded to Tourism and Cultural Arts organizations	Goal 1: Vibrant Communities	Economic Development
052	Economic & Workforce Development	Number of grants awarded to Baltimore county Tourism and Cultural Arts related o	Goal 1: Vibrant Communities	Economic Development
039	Recreation & Parks	Amount of outside (non-Capital/county) grant funding secured	Goal 1: Vibrant Communities	Economic Development
013	Office of Human Resources	Number of county employees	Goal 1: Vibrant Communities	Equity
013	Office of Human Resources	Number of county merit employees	Goal 1: Vibrant Communities	Equity



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
013	Office of Human Resources	Diversity of Applicants - Certified List (Preferred Applicants): Unknown Male	Goal 3: Equitable Decision-Making	Equity
013	Office of Human Resources	Diversity of Applicants - Certified List (Preferred Applicants): Unknown Female	Goal 3: Equitable Decision-Making	Equity
013	Office of Human Resources	Diversity of Applicants - Certified List (Preferred Applicants): Unknown DCL	Goal 3: Equitable Decision-Making	Equity
034	Department of Aging	Number of client cases managed by COS and HCBS	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Average daily weekday attendance for Senior Centers	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of individuals attending Senior Centers	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of volunteers	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of volunteer hours	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of Home Team clients	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of grandparent caregivers served	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of meals served: Congregate Meals	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of meals served: Home-Delivered Meal	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of individuals registered in meal programs (Eating Together)	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of individuals registered in meal programs (Home-Delivered Meals)	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of Ombudsman cases opened	Goal 1: Vibrant Communities	Golden Age
034	Department of Aging	Number of Ombudsman cases closed	Goal 1: Vibrant Communities	Golden Age
030	Department of Health	Number of patient visits	Goal 1: Vibrant Communities	Golden Age
030	Department of Health	Number of assessments completed	Goal 1: Vibrant Communities	Golden Age
030	Department of Health	Percentage of assessments within the required timeframe	Goal 1: Vibrant Communities	Golden Age
030	Department of Health	Number of visits for home safety intervention	Goal 1: Vibrant Communities	Golden Age
030	Department of Health	Number of at risk case management individuals engaged in intervention	Goal 1: Vibrant Communities	Golden Age
030	Department of Health	Percentage of at risk case management individuals engaged in intervention	Goal 1: Vibrant Communities	Golden Age
031	Department of Social Services	Clients in need of In-Home Care	Goal 1: Vibrant Communities	Golden Age
055	Local Management Board	Percentage of families satisfied with Navigator's I.D. of services	Goal 1: Vibrant Communities	Government Accountability
055	Local Management Board	Percentage of families who report receiving needed services/support	Goal 1: Vibrant Communities	Government Accountability
039	Recreation & Parks	Number of Recreation and Parks maintenance authorizations processed	Goal 1: Vibrant Communities	Government Accountability
030	Department of Health	Number of face to face contacts with unaccompanied homeless youth in the community	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Percentage of unaccompanied homeless youth whose immediate basic need was met	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Percentage of unaccompanied homeless youth engaged in the community that requires services	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of active vouchers	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of inactive vouchers	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of new voucher participants	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of vouchers Interim changes processed	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of annual inspections completed	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of new move-in inspections completed	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of abated units	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of complaint inspections completed	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of terminations for non compliance	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of referrals to providers/community resources	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of hearing conducted	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Percentage of shelter residents seen by the nurse	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Number of new landlords	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Average monthly housing assistance payment expense	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Monthly amount paid in housing assistance Payments	Goal 1: Vibrant Communities	Homelessness
030	Department of Health	Percentage of voucher utilization	Goal 1: Vibrant Communities	Homelessness
012	Department of Planning	Homeless children provided quality child care	Goal 1: Vibrant Communities	Homelessness
012	Department of Planning	Number of homeless persons assisted	Goal 1: Vibrant Communities	Homelessness
012	Department of Planning	Number of homeless persons served in shelters	Goal 1: Vibrant Communities	Homelessness
012	Department of Planning	Number of persons receiving homeless prevention assistance	Goal 1: Vibrant Communities	Homelessness
012	Department of Planning	Number of affordable housing units rehabbed	Goal 1: Vibrant Communities	Homelessness
012	Department of Planning	Number of affordable housing units created	Goal 1: Vibrant Communities	Homelessness
055	Local Management Board	Number of families to be served in Healthy families program	Goal 1: Vibrant Communities	Homelessness
057	Office of Housing	Number of subsidies/families	Goal 1: Vibrant Communities	Homelessness
057	Office of Housing	Number of participating private Landlords	Goal 1: Vibrant Communities	Homelessness
057	Office of Housing	Average monthly Housing Assistance payments (dollars)	Goal 1: Vibrant Communities	Homelessness
008	Department of Corrections	Number of controlled dangerous substances (CDS) interdictions	Goal 1: Vibrant Communities	Safety
008	Department of Corrections	Number of housing unit searches due to probable cause/reasonable suspicion of criminal activity	Goal 1: Vibrant Communities	Safety
008	Department of Corrections	Number of inmates supervised in the community	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of family planning/sexually transmitted infection (STI) visits	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of clients with positive sexually transmitted infection (STI)	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage of clients tested who were treated	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of referrals	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of disease reports received	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of disease interventions	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of mandated swimming pool and spa inspections	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of mandated swimming pool and spa inspections conducted	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage completed for mandated swimming pool/spa inspections	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of mandated food service inspections	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of food service inspections performed	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percent of tested HIV clients knowing their HIV status	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of people who reported being bitten	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of people who were referred for rabies post exposure vaccine	Goal 1: Vibrant Communities	Safety



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
030	Department of Health	Percentage of people successfully completing treatment	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of animals entering Animal Services shelter	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of animals live leaving Animal Services shelter	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage of live releases	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage completed for food service inspections performed	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of mandated environmental inspections	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of mandated environmental inspections performed	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage completed for mandated environmental inspections	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of encounters for individuals requesting Medicaid	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of individuals receiving a Medicaid determination	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of HIV tests performed	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of HIV test results given	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of visits completed for HCBS MA Programs	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of timely assessments completed	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage of assessments completed timely	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of Public Health Nurse (PHN) caseload	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of DOT visits by Public Health Nurses (PHN)	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of patients who finished treatment on schedule during the fiscal year	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of referrals received for latent tuberculosis evaluation	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of patients evaluated	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of patients recommended for treatment	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of patients started on treatment	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of disease reports received	Goal 1: Vibrant Communities	Safety
030	Department of Health	Number of disease interventions	Goal 1: Vibrant Communities	Safety
030	Department of Health	Percentage of disease reports that require intervention	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of State mandated job placements	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of clients assisted with Eviction Prevention	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of clients receiving Utility Assistance	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of clients Receiving In-Home Care	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percentage of clients maintained in-home	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Requests for Emergency Homeless services	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percentage of clients referred to a shelter	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Length of stay in care outside home	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of reported cases of suspected abuse or neglect	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percentage of Child Protective Service (CPS) investigations completed on-time	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Average monthly in-home caseload	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of clients served In-Home	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percentage of referrals served	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of victims referred	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of victims receiving court accompaniment	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percent of victims requesting accompaniment	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of parents with children in Parent and Child Together	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of parents who raised literacy level	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percentage of children meeting developmental milestones	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of applications received and certified	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Total benefit amount certified	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of households assisted/certified	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Incarcerated fathers enrolled in WF group services	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Number of fathers obtaining full-time employment	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Percentage of fathers meeting child support obligations	Goal 1: Vibrant Communities	Safety
031	Department of Social Services	Total dollar amount for child support collected	Goal 1: Vibrant Communities	Safety
055	Local Management Board	Percentage of families accessing resources promoting child development	Goal 1: Vibrant Communities	Safety
055	Local Management Board	Percentage of children developing on target	Goal 1: Vibrant Communities	Safety
055	Local Management Board	Number of formal counseling cases served	Goal 1: Vibrant Communities	Safety
055	Local Management Board	Percentage of families engaged through full course of treatment	Goal 1: Vibrant Communities	Safety
055	Local Management Board	Percentage of counseling cases Showing Improved Functioning	Goal 1: Vibrant Communities	Safety
055	Local Management Board	Number of families served	Goal 1: Vibrant Communities	Safety
017	Permits, Approvals and Inspections	Number of gun licenses processed	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of accidents in the county	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of fatalities	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of injuries	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of property damage	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of traffic stops in the county	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of calls for Mobile Crisis Team	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of calls diverted	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of school crossing sites needing coverage	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of traffic guards	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of crossing sites covered by Police yearly	Goal 1: Vibrant Communities	Safety
015	Police Department	Percentage of traffic guard coverage	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of auto theft recoveries	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of guns seized	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of guns relinquished	Goal 1: Vibrant Communities	Safety



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
015	Police Department	Number of gun arrests	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of subpoenas and summons	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of Part 1 Crimes (Violent Crimes) for investigation	Goal 1: Vibrant Communities	Safety
015	Police Department	Number of Part 1 Crimes (Violent Crimes) cleared	Goal 1: Vibrant Communities	Safety
015	Police Department	Percentage of Part 1 Crimes (Violent Crimes) cleared	Goal 1: Vibrant Communities	Safety
012	Department of Planning	Number of acres preserved	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Number of people contacted monthly through recycling outreach efforts	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Percentage of missed Municipal Solid Waste pickups	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Percentage of missed recycling pickups	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Number of communities serviced for community clean-Up	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Number of dumpsters provided for community clean-Up	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Total Municipal Solid Waste Transferred - Eastern Sanitary Landfill (residential tons)	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Total Municipal Solid Waste Transferred - Central Acceptance Facility (residential tons)	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Total Municipal Solid Waste Transferred - Western Acceptance Facility (residential tons)	Goal 1: Vibrant Communities	Sustainability
076	Department of Public Works - Solid Waste Management	Total Eastern Sanitary Landfill / Number of tons landfilled (per CY)	Goal 1: Vibrant Communities	Sustainability
039	Recreation & Parks	Number of park acres acquired	Goal 1: Vibrant Communities	Sustainability
039	Recreation & Parks	Number of park enhancement projects completed	Goal 1: Vibrant Communities	Sustainability
039	Recreation & Parks	Number of new park development projects completed	Goal 1: Vibrant Communities	Sustainability
038	University of MD Extension	Acreage impact for Nutrient Management plans written	Goal 1: Vibrant Communities	Sustainability
030	Department of Health	Number of inquiries received from constituents	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of students screened for substance misuse	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of students who received brief intervention	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of children with school system	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of children who need immunizations	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of children immunized at Baltimore county Department of Health Clinic	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of pregnant women enrolled in PEP	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of low birth weight babies	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of families served in Health families Program	Goal 1: Vibrant Communities	Youth
030	Department of Health	Percentage of families accessing resources promoting child development	Goal 1: Vibrant Communities	Youth
030	Department of Health	Percentage of children developing on target	Goal 1: Vibrant Communities	Youth
030	Department of Health	Number of formal counseling cases served	Goal 1: Vibrant Communities	Youth
030	Department of Health	Percentage of families engaged through full course of treatment	Goal 1: Vibrant Communities	Youth
030	Department of Health	Percentage of counseling cases showing improved functioning	Goal 1: Vibrant Communities	Youth
031	Department of Social Services	Number of children requiring foster care	Goal 1: Vibrant Communities	Youth
031	Department of Social Services	Number of Child Protective Service (CPS) investigations	Goal 1: Vibrant Communities	Youth
031	Department of Social Services	Percentage of children kept safe and healthy	Goal 1: Vibrant Communities	Youth
031	Department of Social Services	Number of student referrals	Goal 1: Vibrant Communities	Youth
031	Department of Social Services	Number of children served	Goal 1: Vibrant Communities	Youth
039	Recreation & Parks	Number of registrants for PAL programs	Goal 1: Vibrant Communities	Youth
038	University of MD Extension	Number of plant clinics hosted under Master the Gardener Program	Goal 2: Educational Excellence & Lifelong Learning	Community
038	University of MD Extension	Number of adults reached via the Master Gardener Program	Goal 2: Educational Excellence & Lifelong Learning	Community
038	University of MD Extension	Number of 4-H adult volunteers	Goal 2: Educational Excellence & Lifelong Learning	Community
052	Economic & Workforce Development	Number of placements in occupational training and/or GED program (youth and adults)	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of pesticide training participants	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of equine seminars and pasture walk participants	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of grain production participants	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of farm business management participants	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of vegetable growers program participants	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of workshops under the Master Gardener Program	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of one-on-one consultations	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of county lecture participants	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of parents receiving educational resources via Healthy Changes from Out of School	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of parents receiving educational resources via community Healthy Schools	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of parents receiving educational resources via Healthy Tots, Healthy families	Goal 2: Educational Excellence & Lifelong Learning	Education
038	University of MD Extension	Number of adults reached through food tastings and/or educational print materials	Goal 2: Educational Excellence & Lifelong Learning	Education
052	Economic & Workforce Development	Number of youth served across both in-school and out-of-school programs	Goal 2: Educational Excellence & Lifelong Learning	Youth
052	Economic & Workforce Development	Number served in DEWD Summer Youth Employment Program	Goal 2: Educational Excellence & Lifelong Learning	Youth
038	University of MD Extension	Number of youth reached via the Master Gardener Program	Goal 2: Educational Excellence & Lifelong Learning	Youth
038	University of MD Extension	Number of youth participating in Stem Programming (Short Term Experiences)	Goal 2: Educational Excellence & Lifelong Learning	Youth
038	University of MD Extension	Number of youth participating in summer STEM Camp	Goal 2: Educational Excellence & Lifelong Learning	Youth
038	University of MD Extension	Number of youth receiving in-person education via Healthy Changes for Out of School	Goal 2: Educational Excellence & Lifelong Learning	Youth
038	University of MD Extension	Number of youth receiving in-person education via Healthy Schools Initiative	Goal 2: Educational Excellence & Lifelong Learning	Youth
038	University of MD Extension	Number of youth receiving in-person education via Healthy Tots, Healthy families	Goal 2: Educational Excellence & Lifelong Learning	Youth
015	Police Department	Number of participants in Police Academy	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Male - White, Non-Hispanic	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Male - Black, Non-Hispanic	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Male - Hispanic, Latino	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Male - Other	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Female - White, Non-Hispanic	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Female - Black, Non-Hispanic	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Female - Hispanic, Latino	Goal 3: Equitable Decision-Making	Equity
015	Police Department	Demographics: Female - Other	Goal 3: Equitable Decision-Making	Equity



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
009	State's Attorney	Number of senior victims served (age 60+)	Goal 3: Equitable Decision-Making	Golden Age
051	Board of Appeals	Number of zoning cases appealed to Circuit Court	Goal 3: Equitable Decision-Making	Government Accountability
051	Board of Appeals	Number of case postponements and continuances	Goal 3: Equitable Decision-Making	Government Accountability
051	Board of Appeals	Number of opinions/rulings issued	Goal 3: Equitable Decision-Making	Government Accountability
051	Board of Appeals	Number of opinions/rulings overturned	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of Public Information Act requests reviewed/handled by Law (based on custodian)	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of documents reviewed by Law	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of new cases received (based on case type and dept.)	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of litigation events for Circuit Court	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of litigation events for Court of Special Appeals	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of litigation events for Court of Appeals	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of litigation events for Workers' Compensation	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of litigation events for Office of Administrative Hearings	Goal 3: Equitable Decision-Making	Government Accountability
011	Office of Law	Number of litigation events for Board of Appeals	Goal 3: Equitable Decision-Making	Government Accountability
009	State's Attorney	Number of firearm prosecutions	Goal 3: Equitable Decision-Making	Safety
009	State's Attorney	Number of Circuit Court domestic violence cases	Goal 3: Equitable Decision-Making	Safety
009	State's Attorney	Number of Circuit Court sexual assault cases (child sexual abuse, sex offense & rape)	Goal 3: Equitable Decision-Making	Safety
009	State's Attorney	Number of sexual assault victims served	Goal 3: Equitable Decision-Making	Safety
009	State's Attorney	Number of juvenile cases prosecuted	Goal 3: Equitable Decision-Making	Youth
009	State's Attorney	Number of juvenile victims served (under age 18)	Goal 3: Equitable Decision-Making	Youth
042	Department of Environmental Protection and Sustainability	Number of permits reviewed	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Average turnaround time for reviewing permits	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Number of groundwater contamination investigations completed	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Number of grading and storm water management plans reviewed	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Average turnaround time for reviewing plans	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Number of Solid Waste Management Facility Inspections (public and private) scheduled	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Impervious surface restoration requirement set by the State	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Impervious surface restoration accomplished by Baltimore county	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Number of trees planted	Goal 4: Sustainability	Sustainability
042	Department of Environmental Protection and Sustainability	Number of educational outreach efforts	Goal 4: Sustainability	Sustainability
070	Department of Public Works	Number of development plan reviews/approvals	Goal 5: Government Accountability	Community
070	Department of Public Works	Number of authorized upgrades/adds/removals to BGE	Goal 5: Government Accountability	Community
025	Property Management	Number of playground emergency repairs completed monthly	Goal 5: Government Accountability	Community
070	Department of Public Works	Number of capital construction projects	Goal 5: Government Accountability	Economic Development
070	Department of Public Works	Number of capital construction projects completed on-time	Goal 5: Government Accountability	Economic Development
070	Department of Public Works	Percentage of capital construction projects completed on-time	Goal 5: Government Accountability	Economic Development
072	Department of Public Works - Engineering & Construction	Number of capital projects on schedule	Goal 5: Government Accountability	Economic Development
072	Department of Public Works - Engineering & Construction	Number of capital projects on hold	Goal 5: Government Accountability	Economic Development
072	Department of Public Works - Engineering & Construction	Number of capital projects completed	Goal 5: Government Accountability	Economic Development
005	Board of Elections	Percentage of eligible voter turnout in General Election based on number of ballots	Goal 5: Government Accountability	Equity
005	Board of Elections	Number of county residents of voting age	Goal 5: Government Accountability	Equity
005	Board of Elections	Number of registered voters	Goal 5: Government Accountability	Equity
005	Board of Elections	Percentage of eligible voter turnout in primary election based on number of ballots	Goal 5: Government Accountability	Equity
005	Board of Elections	Average number of voter registration cards, confirmation cards and address cards received	Goal 5: Government Accountability	Equity
005	Board of Elections	Number of voter outreach efforts	Goal 5: Government Accountability	Equity
005	Board of Elections	Percentage of voter registration increase	Goal 5: Government Accountability	Equity
005	Board of Elections	Percentage of voting machines maintained quarterly	Goal 5: Government Accountability	Equity
016	Fire Department	Number of vulnerable population referrals submitted by the field to EMS Office	Goal 5: Government Accountability	Golden Age
016	Fire Department	Number of vulnerable population referrals completed by EMS Office	Goal 5: Government Accountability	Golden Age
051	Board of Appeals	Number of cases sent to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of licenses cases appealed to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of building permits cases appealed to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of appeals from Executive and Judiciary Order	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of development plan cases appealed to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of development plan cases appealed to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of design review cases appealed to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of Planning Board cases appealed to Circuit Court	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Number of Failure to Appear instances	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Average lapse-time between appeal submission to the Board and hearing date	Goal 5: Government Accountability	Government Accountability
051	Board of Appeals	Average lapse-time between hearing date and opinion/ruling issued	Goal 5: Government Accountability	Government Accountability
014	Central Communication Center	Standard compliance percentage for EMD/EPD/EPD calls recognized by the IAED	Goal 5: Government Accountability	Government Accountability
014	Central Communication Center	911 Center compliance percentage for EMD/EPD/EPD calls	Goal 5: Government Accountability	Government Accountability
014	Central Communication Center	Baltimore county percentage as compared to standard compliance level established	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of Circuit Court Judges	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of Magistrates	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of courtrooms/hearing rooms	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of new and reopened criminal cases filed	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of criminal trials	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of new and reopened juvenile cases filed (Delinquency, CINA and TPR)	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of new and reopened civil/domestic cases filed	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of civil trials	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of cases with an agreement reached through in-house mediation sessions	Goal 5: Government Accountability	Government Accountability



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
002	Circuit Court	Number of family mediations held	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Number of supervised visits held through the Visitation Center	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Case processing performance for Criminal cases	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Case processing performance for Civil General cases	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Case processing performance for Civil-Foreclosure cases	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Case processing performance for Family Law cases	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Case processing performance for Family Law – Limited Divorce cases	Goal 5: Government Accountability	Government Accountability
002	Circuit Court	Case processing performance for CINA Shelter	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of work orders issued	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of handicap parking requests	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Average number of days for DPW Director to issue decisions on written constituent	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Percentage of constituent inquiries resolved during first contact	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Average number of days to resolve constituents inquires	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of completed work orders	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of signs installed	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of sign fabrication/production	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of completed work orders	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of new sign installations	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of service calls/work orders	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of new signal turn-on	Goal 5: Government Accountability	Government Accountability
070	Department of Public Works	Number of service requisitions received	Goal 5: Government Accountability	Government Accountability
072	Department of Public Works - Engineering & Cons	Number of active capital projects	Goal 5: Government Accountability	Government Accountability
075	Department of Public Works - Highways	Number of pedestrian ramps completed	Goal 5: Government Accountability	Government Accountability
075	Department of Public Works - Highways	Number of miles curb & gutter replacements completed	Goal 5: Government Accountability	Government Accountability
075	Department of Public Works - Highways	Number of lane miles repaved	Goal 5: Government Accountability	Government Accountability
077	Department of Public Works - Traffic Engineering	Number of applications received	Goal 5: Government Accountability	Government Accountability
077	Department of Public Works - Traffic Engineering	Number of studies completed	Goal 5: Government Accountability	Government Accountability
077	Department of Public Works - Traffic Engineering	Number of requests qualified	Goal 5: Government Accountability	Government Accountability
077	Department of Public Works - Traffic Engineering	Number of request final approvals	Goal 5: Government Accountability	Government Accountability
077	Department of Public Works - Traffic Engineering	Total construction completed	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of commitments	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of commitments that took over 14 days to close	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Total revenue generated by Engineering and Regulation	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of wastewater discharge permits generated	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of sanitary sewer overflows per 100 miles	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Total gallons of sanitary sewer discharged during overflows	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of basement backups	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Total footage of sanitary sewer inspection	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Total footage of sanitary sewer cleaned	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Total dollars spent on water systems repair/maintenance	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of sanitary sewer repairs	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of storm drain repairs	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of grinder pump inspections	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of grinder pump repairs	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of pump station inspections	Goal 5: Government Accountability	Government Accountability
078	Department of Public Works - Utilities	Number of pump station repairs	Goal 5: Government Accountability	Government Accountability
020	Liquor License Commission	Average duration time for license application processing	Goal 5: Government Accountability	Government Accountability
020	Liquor License Commission	Number of hearings held	Goal 5: Government Accountability	Government Accountability
020	Liquor License Commission	Number of appeals filed	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of visitors to the county employment website	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of Human Resources employees	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of vacancies countywide (based on approved PFRs)	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Average number of business days a PFR remains open	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of salary surveys requested by other jurisdictions	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of pdf reviews completed	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of county policies and procedures reviewed	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Average time-lapse between employee initial sign-in and employee start date	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Average time-lapse between Employee New Hire Orientation and employee start d	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of employment verifications processed	Goal 5: Government Accountability	Government Accountability
013	Office of Human Resources	Number of employee occupational Health Services appointments coordinated	Goal 5: Government Accountability	Government Accountability
069	Office of Information Technology	Percentage of availability of emergency radio system	Goal 5: Government Accountability	Government Accountability
069	Office of Information Technology	Percentage of workstations getting antivirus updates	Goal 5: Government Accountability	Government Accountability
069	Office of Information Technology	Percentage of workstations on a supported operating system	Goal 5: Government Accountability	Government Accountability
069	Office of Information Technology	Number of datasets available to agencies for self-service reporting	Goal 5: Government Accountability	Government Accountability
069	Office of Information Technology	Percentage of major projects completed on-time and within budget	Goal 5: Government Accountability	Government Accountability
069	Office of Information Technology	Percentage of website availability	Goal 5: Government Accountability	Government Accountability
003	Orphan's Court	Number of estates open	Goal 5: Government Accountability	Government Accountability
003	Orphan's Court	Number of scheduled hearings	Goal 5: Government Accountability	Government Accountability
003	Orphan's Court	Number of hearings held	Goal 5: Government Accountability	Government Accountability
003	Orphan's Court	Number of estates ordered to mediation	Goal 5: Government Accountability	Government Accountability
003	Orphan's Court	Percentage of disputes resolved	Goal 5: Government Accountability	Government Accountability
003	Orphan's Court	Number of petitions, motions & administrative orders presented for ruling	Goal 5: Government Accountability	Government Accountability



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
017	Permits, Approvals and Inspections	Number of building applications received	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of building permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Average duration time for building permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of electrical permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Average duration time for electrical permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of sales processed using point-of-sale (POS)	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of inspections performed	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of ALJ hearings	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of new construction drawings for first review	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Average duration time for approved construction drawings	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of new projects reviewed before county Office	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of sign permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of fence permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Number of use permits issued	Goal 5: Government Accountability	Government Accountability
017	Permits, Approvals and Inspections	Average duration of hearings scheduled	Goal 5: Government Accountability	Government Accountability
015	Police Department	Number of Internal Affairs investigations	Goal 5: Government Accountability	Government Accountability
015	Police Department	Percentage increase in investigations	Goal 5: Government Accountability	Government Accountability
015	Police Department	Number of analysis requests	Goal 5: Government Accountability	Government Accountability
015	Police Department	Percentage increase in analysis requests	Goal 5: Government Accountability	Government Accountability
015	Police Department	Number of body worn camera devices in service as of each year	Goal 5: Government Accountability	Government Accountability
015	Police Department	Number of body worn camera video recordings	Goal 5: Government Accountability	Government Accountability
015	Police Department	Number of background checks for Police Department	Goal 5: Government Accountability	Government Accountability
015	Police Department	Number of background checks for all other agencies	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of PM work orders	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of emergency work orders	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of scheduled work	Goal 5: Government Accountability	Government Accountability
025	Property Management	Annual cost savings for outsourcing mowing	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of inspections for cleaning	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of follow-ups for cleaning services	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of pest control MS work order services scheduled on contract buildings	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of emergency services (on contract and non-contract buildings)	Goal 5: Government Accountability	Government Accountability
025	Property Management	Annual cost savings for custodial services	Goal 5: Government Accountability	Government Accountability
025	Property Management	Annual cost savings for energy examining the cost to install vs cost of the reduction	Goal 5: Government Accountability	Government Accountability
025	Property Management	Percentage of customer agency service requests denied (based on service and reas	Goal 5: Government Accountability	Government Accountability
025	Property Management	Number of Inquires Received from Constituents	Goal 5: Government Accountability	Government Accountability
039	Recreation & Parks	Number of Bi-weekly Program Leadership (BPL) applicants on-boarded	Goal 5: Government Accountability	Government Accountability
039	Recreation & Parks	Number of personnel transactions processed	Goal 5: Government Accountability	Government Accountability
014	Central Communication Center	Number of calls received	Goal 5: Government Accountability	Safety
014	Central Communication Center	Number of calls dispatched	Goal 5: Government Accountability	Safety
014	Central Communication Center	Number of Police dispatched calls	Goal 5: Government Accountability	Safety
014	Central Communication Center	Number of Fire dispatched calls	Goal 5: Government Accountability	Safety
014	Central Communication Center	Number of EMS dispatched calls	Goal 5: Government Accountability	Safety
008	Department of Corrections	Number of hospital details required for inmate transport	Goal 5: Government Accountability	Safety
016	Fire Department	Number of annual inspections assigned to stations (Field Operations)	Goal 5: Government Accountability	Safety
016	Fire Department	Percentage of annual inspections completed on-time by stations	Goal 5: Government Accountability	Safety
016	Fire Department	Percentage of career unit turnout time less than 90 seconds	Goal 5: Government Accountability	Safety
016	Fire Department	Average travel time in minutes (elapsed time from unit enroute to unit arrival on sc	Goal 5: Government Accountability	Safety
016	Fire Department	Number of responses to Incidents, Career	Goal 5: Government Accountability	Safety
016	Fire Department	Number of responses to Incidents, Volunteer	Goal 5: Government Accountability	Safety
016	Fire Department	Number of responses by EMS Apparatus, Career + Volunteer	Goal 5: Government Accountability	Safety
016	Fire Department	Number of responses by suppression apparatus, career + volunteer	Goal 5: Government Accountability	Safety
016	Fire Department	Number of training hours provided by FRA instructors	Goal 5: Government Accountability	Safety
016	Fire Department	Number of hours spent developing new programs or processes	Goal 5: Government Accountability	Safety
016	Fire Department	Average percentage of availability of volunteer medics (based on 24hr shifts)	Goal 5: Government Accountability	Safety
016	Fire Department	Number of volunteer units on dual dispatch and/or active response	Goal 5: Government Accountability	Safety
020	Liquor License Commission	Number of off sale licenses issued: Class A	Goal 5: Government Accountability	Safety
020	Liquor License Commission	Number of off sale licenses issued: Class B, C & D	Goal 5: Government Accountability	Safety
020	Liquor License Commission	Number of Police reports received	Goal 5: Government Accountability	Safety
020	Liquor License Commission	Number of fines issued	Goal 5: Government Accountability	Safety
020	Liquor License Commission	Total amount of fines issued	Goal 5: Government Accountability	Safety
020	Liquor License Commission	Number of inspections completed	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Average monthly hours on court duty (excluding overtime)	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Average monthly hours on road duty (excluding overtime)	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Average monthly hours on warrant duty (excluding overtime)	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Number of courthouse security posts requiring coverage/number of deputies assign	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Number of courtrooms/hearing rooms requiring coverage	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Number of instances staff are reassigned due to staffing shortages	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Number of visitors to the courthouse	Goal 5: Government Accountability	Safety
018	Sheriff's Department	Percentage compliance rate for court duty staff requirements	Goal 5: Government Accountability	Safety
025	Property Management	Cost of organic pest control product	Goal 5: Government Accountability	Sustainability
070	Department of Public Works	Number of miles painted	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of hours devoted to mowing	Goal 5: Government Accountability	Transportation



APPENDIX B - NEW PERFORMANCE METRICS

Agency No.	Department	Metric	Enterprise Strategic Plan - Goal Area	Primary Priority Stat Alignment
075	Department of Public Works - Highways	Number of hours devoted to litter pick up	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of litter complaints addressed	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Total tonnage for litter collected	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of potholes filled	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of pothole requests satisfied	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of proactive (agency-identified) potholes filled	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Ratio of proactive vs reactive potholes filled	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of utility cut permits received and processed	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of miles swept	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of hours spent sweeping	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of tonnage collected	Goal 5: Government Accountability	Transportation
075	Department of Public Works - Highways	Number of tree removals	Goal 5: Government Accountability	Transportation
077	Department of Public Works - Traffic Engineering	Total pending construction	Goal 5: Government Accountability	Transportation
077	Department of Public Works - Traffic Engineering	Number of turning movement counts	Goal 5: Government Accountability	Transportation
077	Department of Public Works - Traffic Engineering	Number of signal studies (new, left turn signals, existing, etc.)	Goal 5: Government Accountability	Transportation
014	Central Communication Center	Number of hires from 5 years earlier	Goal 5: Government Accountability	Workforce Empowerment
014	Central Communication Center	Number of hires remaining from 5 years earlier	Goal 5: Government Accountability	Workforce Empowerment
014	Central Communication Center	Percentage of hires remaining from 5 years earlier	Goal 5: Government Accountability	Workforce Empowerment
070	Department of Public Works	Number of requisitions converted to survey jobs	Goal 5: Government Accountability	Workforce Empowerment
070	Department of Public Works	Percentage of requisitions converted to survey jobs	Goal 5: Government Accountability	Workforce Empowerment
016	Fire Department	Number of first reports of work-related injuries	Goal 5: Government Accountability	Workforce Empowerment
069	Office of Information Technology	Percentage of first-call resolution for service desk	Goal 5: Government Accountability	Workforce Empowerment
069	Office of Information Technology	Digital Certainty Index (DCI)	Goal 5: Government Accountability	Workforce Empowerment
013	Office of Human Resources	Number of salary surveys conducted internally	Goal 6: Workforce Empowerment	Government Accountability
008	Department of Corrections	Average number of staff vacancies	Goal 6: Workforce Empowerment	Safety
008	Department of Corrections	Number of assaultive incidents	Goal 6: Workforce Empowerment	Safety
008	Department of Corrections	Number of weapons recovered	Goal 6: Workforce Empowerment	Safety
016	Fire Department	Race demographics of recruit class in comparison to county demographics (self-ide	Goal 6: Workforce Empowerment	Safety
016	Fire Department	Gender Demographics of recruit class in comparison to county demographics (self-	Goal 6: Workforce Empowerment	Safety
008	Department of Corrections	Number of staff in training annually	Goal 6: Workforce Empowerment	Workforce Empowerment
016	Fire Department	Percentage of separations (Non-Retirement)	Goal 6: Workforce Empowerment	Workforce Empowerment
016	Fire Department	Number of special inspection requests received by FMO annually	Goal 6: Workforce Empowerment	Workforce Empowerment
016	Fire Department	Percentage of special inspections completed by FMO on-time annually	Goal 6: Workforce Empowerment	Workforce Empowerment
016	Fire Department	Number of annual inspections assigned to FMO	Goal 6: Workforce Empowerment	Workforce Empowerment
016	Fire Department	Percentage of annual inspections completed on-time by FMO	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of county employees eligible to retire	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of county employees vested	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of FML cases processed	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of employee cases filed	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of employee cases resolved	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of employees completing training: Professional Development Training	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of employees completing training: Leadership Training	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of employees completing training: Mandatory Training	Goal 6: Workforce Empowerment	Workforce Empowerment
013	Office of Human Resources	Number of employees completing training: Computer Training	Goal 6: Workforce Empowerment	Workforce Empowerment
011	Office of Law	Number of workers' compensation claims received	Goal 6: Workforce Empowerment	Workforce Empowerment
011	Office of Law	Monthly average for workers' compensation claims received	Goal 6: Workforce Empowerment	Workforce Empowerment
011	Office of Law	Number of claims with payments per fiscal year	Goal 6: Workforce Empowerment	Workforce Empowerment
011	Office of Law	Total amount of claim payments per fiscal year	Goal 6: Workforce Empowerment	Workforce Empowerment
039	Recreation & Parks	Number of training classes / sessions completed by staff	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Number of prisoners transported	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Number of process issued	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Number of process served in a timely manner	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Number of transports performed	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Percentage of process served	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Percentage of transports without incident	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Total over-time hours required to support court duty	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Total over-time hours required to support courthouse security	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Total over-time hours required to support road duty	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Total over-time hours required to support transport requests	Goal 6: Workforce Empowerment	Workforce Empowerment
018	Sheriff's Department	Total over-time hours required to support warrant duty	Goal 6: Workforce Empowerment	Workforce Empowerment



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GLOSSARY

Accrual Basis • Agency • Appropriation • Assessable Base
• Authorized Positions • Balanced Budget • Bond • Bond
Rating • Budget • Budgetary Basis • Bureau • Capital
Budget • Capital Improvement Program (CIP) • Capital
Project • Collective Bargaining Agreement • Component
Units • Constant Dollars • Contingency Reserves • Cost-
Of-Living-Adjustment (COLA) • Current Dollars • Debt
Service • Deficit • Economic Stabilization • Enterprise
Fund • Expenditure / Expense • Fiscal Year • Fixed Assets
• Fringe (or Employee) Benefits • Full Faith and Credit •
Full-time Equivalent Positions (FTE) • Function • Fund •
Fund Balance • General Fund • General Government •
Governmental Fund • Intergovernmental Revenue •
Internal Service Funds • Line Agencies • Managing For
Results (MFR) • Maintenance of Effort • Metropolitan
District • Modified Accrual • Non County Funds • Non-
Departmental • Object Class • Object Line • Operating
Agencies • Operating Budget • Other Post Employment
Benefits (OPEB) • Pay-As-You-Go Basis (PAYGO) •
Performance Measures • Personnel Services • Program •
Regression Analysis • Resources • Revenue • Revenue
Stabilization Reserve Account • Special Funds • Spending
Affordability Committee (SAC) • Staff Agencies • State
Mandated • Stormwater Management Fund • Taxes •
Tax Year • TIF (Tax Increment Financing) • Trend Analysis
• Unreserved Fund Balance • Urban Rural Demarcation
Line (URDL) • User Charges • Valuation Interest Rate •
Zero-Based Budgeting



GLOSSARY

Accrual Basis

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

Agency

A department or principal office of the County Government such as the Police Department or the Office of Law; or a board, institution, commission or other governmental unit receiving County funding such as the University of Maryland Cooperative Extension.

Appropriation

A legislative authorization by the County Council to spend up to a specified dollar amount for an approved project or program during any given fiscal period. Expenditures of non-County funds received directly by component units must be authorized by the County Council but are not appropriated because they do not pass through the County treasury.

Assessable Base

The total value of real and personal property in the County for the purposes of taxation. It is not the market value of the property. The State Department of Assessments and Taxation determines the assessable base.

Authorized Positions

Employee positions included in the adopted budget that can be filled during the fiscal year.

Balanced Budget

The Laws of the State of Maryland require all local governments to adopt an annual budget that is in balance. A budget is balanced if the projected expenditures do not exceed the resources available to pay for those expenditures. The resources may include current year revenues, as well as monies available from Fund Balance.

Bond

An interest-bearing certificate of indebtedness sold by the County as a means of borrowing funds. The bond promises payment of the original investment plus interest by a specified date or dates in the future. A General Obligation (G.O.) bond is a type of bond that is backed by the full faith, credit and taxing power of the government. Bonds typically involve long-term indebtedness to pay for capital projects.

Bond Rating

A valuation of the ability of a government agency to repay its debt on schedule. Bond ratings are issued by private rating agencies based on factors such as the amount of debt incurred and the economic and demographic characteristics of the borrowing government. The higher the rating, the lower the cost of selling bonds. The 3 major rating agencies, Fitch, Standard & Poor's, and Moody's, have given Baltimore County bonds the highest "Triple A" rating.

**Budget**

A plan for coordinating income and expenses during a given fiscal year. State law and the County's Charter require that the County's budget be in balance, i.e., total expenditures cannot exceed total funding.

Budgetary Basis

This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual. Baltimore County's basis is modified accrual.

Bureau

An organizational unit within a department or office that comprises more than one program. The activities of a bureau are so self-contained that it could function as a separate department. The Department of Public Works and Transportation is an example of a department that contains bureaus.

Capital Budget

The plan of the County to receive and expend funds for capital projects active during the first fiscal year of the Capital Improvement Program. The Capital Budget is financed by bonds, grants, and developer funds and by contributions from the County General Fund.

Capital Improvement Program (CIP)

A six-year plan for the provision of the County's long-term facility and infrastructure needs (buildings, roads, parks and other elements of the Capital plant). The plan, which is updated biennially, schedules by fiscal year the proposed capital construction phases and related expenditure and financing needs expected to occur during the six-year period. It is integral to the County's financial plan and is the basis for bond issuance. The funding of projects in the five years beyond the Capital Budget Year is not appropriated and therefore is subject to change with each new Budget Year.

Capital Project

Major construction, acquisition, or renovation activities, which add value to a government's physical assets or significantly increase their useful life. Projects are also called capital improvements or capital expenditures.

Collective Bargaining Agreement

A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Component Units

Legally separate organizations for which the elected officials of the primary government are financially accountable. In addition, the nature and significance of their relationship with the primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete. The Baltimore County Public Schools, the Baltimore County Public Libraries, and the Community College of Baltimore County are component units of Baltimore County government.

**Constant Dollars**

The real value of goods and services after adjustment for inflation. This adjustment is made so that comparisons of price levels in different years may be done more equitably.

Contingency Reserves

Monies budgeted for unanticipated expenses or emergencies that may arise during a fiscal year. As set forth in the County Charter, general fund contingencies cannot exceed 3 percent of the budget.

Cost-Of-Living-Adjustment (COLA)

General increase in employee salary scales that may be given during a fiscal year.

Current Dollars

Unlike Constant Dollars, price levels used in comparisons have not been adjusted to remove the effects of inflation.

Debt Service

The annual requirement to finance the County's outstanding indebtedness incurred in support of the Capital Improvement Program. It includes both the periodic payment of interest and the redemption of principal.

Deficit

The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

Economic Stabilization

Cash reserve account that does not lapse at the end of each fiscal year. Instead, surplus revenues at the end of any year will accrue in this account until the total in the account reaches 5% of the current year's General Fund Revenues. After reaching that 5% cap, additional payments into the account can only be made with the approval of the County Executive and County Council, however, interest can accrue to this account. Funds can be removed from this account only in the event of an operating deficit at the end of a fiscal year or with the approval of the County Executive and a majority plus one of the County Council.

Enterprise Fund

An Enterprise fund is used to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the County is that the costs of providing services to the general public be financed through user charges. The Metropolitan District Watershed Sewer Fund, the Community College book store, food services, and child care centers are examples of such a fund. Enterprise Funds are not appropriated in the Operating Budget, but are included in the Government-wide Operating Funds.

Expenditure / Expense

An expenditure is a payment of cash on the transfer of property or services. An expense is a charge incurred, whether paid immediately or unpaid.

**Fiscal Year**

Year running from July 1 through June 30, designated by the calendar year in which it ends. This constitutes the County's annual financial operating cycle.

Fixed Assets

Assets of long-term character that is intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Fringe (or Employee) Benefits

Contributions made by a government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans.

Full Faith and Credit

A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent Positions (FTE)

A part-time position converted to the decimal equivalent of a full-time position. For example, a part-time secretary working for 28 hours of a normal 35-hour workweek would be equivalent to .8 of a full-time position.

Function

A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund

A separate budget/accounting grouping with its own revenues and appropriations. The general fund, for example, covers most of the daily operations of the County agencies and is funded by a variety of taxes and other revenues.

Fund Balance

The account which serves the function of the owner's equity account in profit-seeking entities. An available balance in this account is the cumulative result of actual revenues exceeding expenditures over time. Bond rating agencies use Fund Balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year. One measure of the sufficiency of Fund Balance is the ratio of the Unreserved Fund Balance at the end of a fiscal year and the total amount of revenues raised during that fiscal year. Many credit analysts feel that a Triple A rated county should have an ending fund balance (including funds in the Economic Stabilization account) that is at least 5% of budget. The FY2019 budget will be increasing the ending fund balance to at least 10%.

The Unreserved Fund Balance, as shown in Exhibit H, continues to reflect the traditional term for those net financial resources that are generally liquid and available for expending. When compared to the new classifications of fund balance promulgated in Statement 54 of the Government Accounting Standards Board, the Unreserved Fund Balance shown on Exhibit H would be equivalent to a portion (Designated for Subsequent Years Expenditures) of the Assigned Classification of Fund Balance plus the Unassigned Classification of Fund Balance. The Unassigned Classification would include Baltimore County's Revenue Stabilization Account and the Undesignated funds.



General Fund

The primary operating fund of the County, used to account for all County revenues not designated for a special purpose. All local tax dollars are channeled into the General Fund, which supports most general purpose County government services and day-to-day operations, including police, fire, and education.

General Government

The function of government comprised of the central administrative offices such as: Executive, County Council, Budget & Finance, Law, Human Resources, Information Technology, Planning, Permits, Approvals & Inspections, and Vehicle Operations.

Governmental Fund

A broad category of funds used by State and local governments that include, but are not limited to, general funds, special funds, and capital funds.

Intergovernmental Revenue

Funds received from federal, state and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Funds

Internal Service Funds are used to finance, administer, and account for the provision of goods or services by one agency for other agencies within the County government on a cost reimbursement basis (for instance, vehicle maintenance or printing services). These funds do not have a separate appropriation in the Operating Budget.

Line Agencies

Agencies designated to serve the public in certain specific functions and report to the County Administrative Officer.

Managing For Results (MFR)

MFR is the County's new strategic planning process that emphasizes achieving measurable results by setting organizational goals and deploying resources based on desired program outcomes.

Maintenance of Effort

In order to qualify for increased State Aid, Maryland counties must maintain the same level of local funding support to the Public Schools and to the Community College as it provided in the prior fiscal year. For the Public Schools, this level of support is measured on a per student full-time equivalent basis. For the Community College, this level of support is measured on a total dollars basis. Debt services and contributions to the capital budget are not included in these calculations.

Metropolitan District

This sewer and water operating district was created as a separate and financially self-supporting entity under the jurisdiction of the County to supply water and to provide sewerage and drainage systems to residents of the County living within certain prescribed areas. The water system is actually an extension of the Baltimore City system, which draws water from County reservoirs, treats



the water, and then returns it to County residents at cost. The Metropolitan District, which lies within the Urban Rural Demarcation Line, is expanded from time to time.

Modified Accrual

The basis of accounting under which revenues are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures of the fiscal period. Expenditures are generally recorded at the time liabilities are incurred.

Non County Funds

Certain agencies (e.g., Board of Education) receive direct funding from outside of Baltimore County government. While these funds are identified in preparing the County's total operating budget, these monies never pass through the County's Treasury. Authority to spend the funds requires County Council approval.

Non-Departmental

Budgetary unit established to record expenditures not related to the government services of an individual department. These units consist of Debt Service, Retirement Contributions, Insurance Contributions, Contribution to the Capital Budget, Local Share Matches to Grants, and the Reserve for Contingencies.

Object Class

Each program's budget is divided into major groupings of expenditures (object classes) on the basis of goods or services purchased (e.g., personal services, supplies and materials, additional equipment, etc.).

Object Line

Each object class is further divided into specific items of expense. Supplies and Materials may be divided into items such as Office Supplies, Operational Supplies, Uniforms, and Motor Fuel.

Operating Agencies

Agencies which provide direct service to the public.

Operating Budget

The Annual budget that supports the day-to-day operations of County agencies for a single fiscal year. The Operating Budget includes all services and programs planned, as well as their expenditure requirements and revenue estimates to support the stated level of activity. The operating budget may be divided into two parts: the General Fund Budget and the Special Fund Budget.

Other Post Employment Benefits (OPEB)

In June 2004, the Governmental Accounting Standards Board (GASB) issued its formal Statement No. 45 – Accounting and Financial Reporting for Employers for Post-employment Benefits Other Than Pensions. This Statement established requirements that standardize the methods used to account for non-pension post-employment benefits, commonly referred to as “other post-employment benefits” or “OPEB”. In order to implement these changes, governments must quantify and recognize the cost of OPEB attributable to former and current employees. The County must implement this standard for its fiscal year beginning July 1, 2007.



Pay-As-You-Go Basis (PAYGO)

A term used to describe a financial policy by which capital projects are financed from current revenue in the operating budget rather than through borrowing. Effective FY 2014, these include general funds, certain storm water fee revenue, agricultural preservation tax revenue, storm water and reforestation waiver fees, and LOS waiver fees.

Performance Measures

Demand, Output, Result, Efficiency measures are the system of customer-focused indicators that lets an organization know if it is meeting the components of its strategic plan, i.e., its mission, issues, and results.

Personnel Services

Expenditures for salaries or wages of a government's employees. In some governments, but not Baltimore County, personnel services would include fringe benefits.

Program

The County Charter requires that the budget be appropriated by program. A program may encompass an entire agency (e.g., County Auditor) or it may be a sub-unit, within an agency, with its own appropriation. Animal Control is a program within the Department of Health. Refuse Collection is a program within the Bureau of Solid Waste Management within the Department of Public Works and Transportation. Local Shares is an example of a non-departmental program that receives its own appropriation.

Regression Analysis

Regression analysis is the process of producing estimates of a revenue source's future yield by determining the statistical, linear relationship between one or more independent variables (e.g., mortgage interest rates) and one dependent variable (e.g., transfer tax revenues) and using the regression equation to produce the estimates.

Resources

Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

Revenue

Sources of income financing the operations of government.

Revenue Stabilization Reserve Account

An account established within the General Fund balance as a hedge against major revenue shortfalls or other fiscal emergencies and is equal to 5% of budgeted revenues. The FY2019 budget will be increasing the general fund balance to 10%.

Special Funds

A fund established to account for special taxes or other revenues required by law or contractual agreement to be used only for specified purposes and which therefore must be kept separate from other County monies. The Health Department's Special Supplemental Food Program for Women, Infants & Children (WIC) is an example of an activity supported by special funds.



Spending Affordability Committee (SAC)

The Spending Affordability Committee, composed of three Council members and two at-large members, submits its recommendations to the County Council and County Executive by February 15 of each year. These recommendations are meant to limit spending such that the cost of government services does not grow at a faster pace than the growth in the County's economy as measured by the growth in personal income of County citizens. This reporting date allows the Executive time to consider the Committee's recommendations before his formal presentation of the proposed budget to the Council on or before April 16 each year. These recommendations are advisory in nature and do not prohibit the Executive from proposing a budget with a greater level of funding.

Staff Agencies

Agencies to perform a specific governmental function to assist line agencies in serving the public. Staff agencies report to the County Administrative Officer.

State Mandated

In Maryland, local governments are required to fund the operational costs of several state-related agencies. These agencies operate in accordance with State law with little local control. Some of the agencies reflect the activities of an elected official whose position is established in the Maryland constitution and therefore beyond the direct control of the County Executive and County Council.

Stormwater Management Fund

Fees paid by County property owners related to addressing federal mandated storm water requirements are deposited into this fund. All monies generated by the Stormwater Remediation Fee are deposited into this fund.

Taxes

Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as assessments.

Tax Year

For Income Tax purposes, the Tax Year is the same as the calendar year. For Real Property Taxes and all other taxes, the tax year is the same as the fiscal year, i.e., the 12-month period beginning July 1st.

TIF (Tax Increment Financing)

Tax increment financing (TIF) is a financing tool that allows a government to capture new tax revenues generated within a designated area (special tax district) and to reinvest these revenues for development within that area. This outcome is achieved by designating revenues generated above a pre-development base level of tax revenue to a separate fund. The money in the fund is applied to costs of infrastructure and other improvements that advance the development's goals.

Trend Analysis

Trend or Time series revenue forecasting is the process of producing estimates of a revenue source's future yield based on a set of historical data that occurred over an extended period of time (e.g., 15



or more time periods). Based on its history, it may be assumed that the revenue may grow by a similar percent in a future period.

Unreserved Fund Balance

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Urban Rural Demarcation Line (URDL)

The urban areas of the county were those that have or would receive public water and sewer infrastructure, and therefore would accommodate development, including employment, retail, and residential uses. In the rural areas, reliance on private well and septic systems would limit the amount of development that could be accommodated, and thereby help ensure the area's continued use for agricultural and natural resource protection and low-density rural residential uses.

User Charges

The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Valuation Interest Rate

The assumed rate of return on asset values used in the actuary's valuation report to project earnings of the system.

Zero-Based Budgeting

ZBB is a program-based budgeting approach that seeks to avoid incremental decision-making. Each program or activity is broken into service packages and must be justified as cost effective in its own right.



FREQUENTLY USED ACRONYMS

BCPL	Baltimore County Public Library
BCPS	Baltimore County Public Schools
CAFR	Comprehensive Annual Financial Report
CCBC	Community College of Baltimore County
CIP	Capital Improvement Program
COLA	Cost of Living Adjustment
CY	Calendar Year
ERS	Employees Retirement System
FTE	Full-Time Equivalent
FY	Fiscal Year
G.O.	Bond General Obligation Bond
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
MARC	Maximum Allowable Request Ceiling
MFR	Managing For Results
MOE	Maintenance of Effort
OPEB	Other Post-Employment Benefits
PAYGO	Pay-As-You-Go
RSRA	Revenue Stabilization Reserve Account
SAC	Spending Affordability Committee
SAT	Scholastic Aptitude Test
TIF	Tax Increment Financing
URDL	Urban Rural Demarcation Line
WIC	Women, Infants & Children
